

November 21, 2024

## Jordan's Principle October 2024 Compliance Report

### Key Messages

- In October 2024, the Government of Canada's compliance rate for urgent individual requests is 15%, and for non-urgent is 19% (Table 1).
- In October 2024, the Government of Canada's compliance rate for urgent group requests is 5%, and for non-urgent is 27% (Table 1).
- From April 1 to October 31, 2024, the Government of Canada's compliance rate for urgent individual requests is 17%, and for non-urgent is 21% (Table 2).
- From April 1 to October 31, 2024, the Government of Canada's compliance rate for urgent group requests is 25%, and for non-urgent is 28% (Table 2).

**Table 1:** Jordan's Principle October 2024 Compliance

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	211	13%	326	18%	4	0%	24	0%
Atlantic	151	38%	1,005	14%	6	0%	107	36%
British Columbia	321	21%	418	18%	5	80%	35	6%
Manitoba	751	10%	1,452	6%	8	25%	111	3%
Northern/Yukon	57	7%	168	18%	0	NA	17	88%
Ontario	819	15%	1,013	36%	1	0%	115	41%
Québec	329	17%	536	17%	12	8%	53	47%
Saskatchewan	177	10%	781	36%	1	0%	70	20%
National Office	191	17%	152	3%	97	0%	0	NA
<b>Total</b>	<b>3,007</b>	<b>15%</b>	<b>5,851</b>	<b>19%</b>	<b>134</b>	<b>5%</b>	<b>532</b>	<b>27%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

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**Table 2: Cumulative Jordan's Principle Compliance (April 1, 2024– October 31, 2024)**

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	3,327	18%	2,332	29%	16	0%	478	13%
Atlantic	965	45%	7,912	16%	17	35%	747	34%
British Columbia	2,651	27%	3,178	24%	13	38%	277	27%
Manitoba	5,549	15%	15,504	9%	148	23%	1,273	12%
Northern/Yukon	384	13%	1,637	26%	9	78%	246	70%
Ontario	7,642	14%	8,889	39%	280	27%	2,189	31%
Québec	1,709	33%	4,516	26%	183	53%	507	41%
Saskatchewan	1,253	10%	5,151	33%	17	0%	570	30%
National Office	2,998	3%	2,240	3%	222	1%	96	14%
<b>Total</b>	<b>26,478</b>	<b>17%</b>	<b>51,359</b>	<b>21%</b>	<b>905</b>	<b>25%</b>	<b>6,383</b>	<b>28%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

**Table 3: Quarterly Jordan's Principle Compliance (April 1, 2024– October 31, 2024)**

Fiscal year Quarter	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Q1	11,775	18%	26,557	20%	322	33%	2,873	33%
Q2	11,696	17%	18,951	24%	449	25%	2,978	23%
Q3	NA	NA	NA	NA	NA	NA	NA	NA
Q4	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>23,471</b>	<b>17%</b>	<b>45,508</b>	<b>22%</b>	<b>771</b>	<b>29%</b>	<b>5,851</b>	<b>25%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.



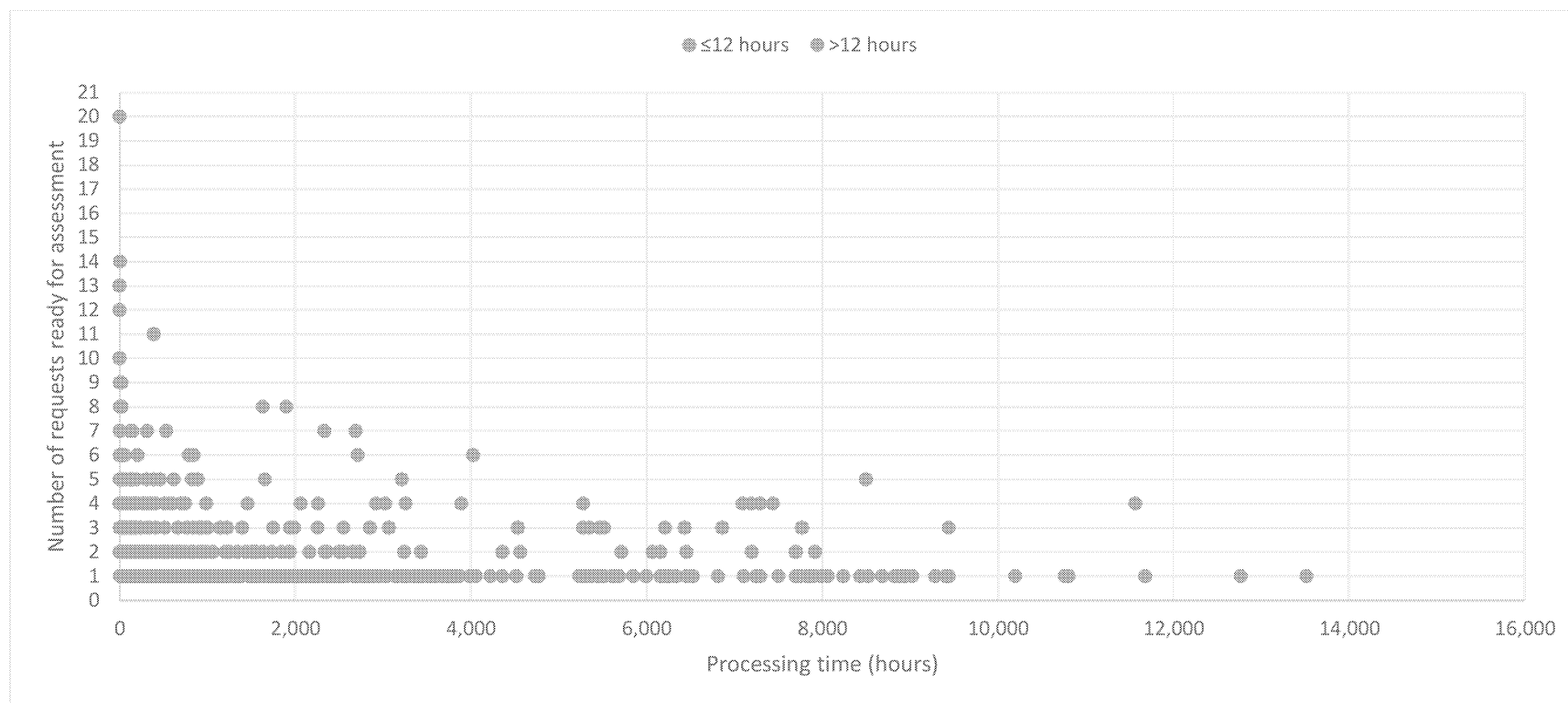
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**Methods:**

- Compliance evaluated using the time between last date of requestor submission and adjudication date.
- For individual requests, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours.  
For group requests, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days
- Compliance is only evaluated for original adjudications. Appeals and re-reviews of past decisions are excluded.

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**Figure 1:** Processing time of urgent individual requests, October 2024

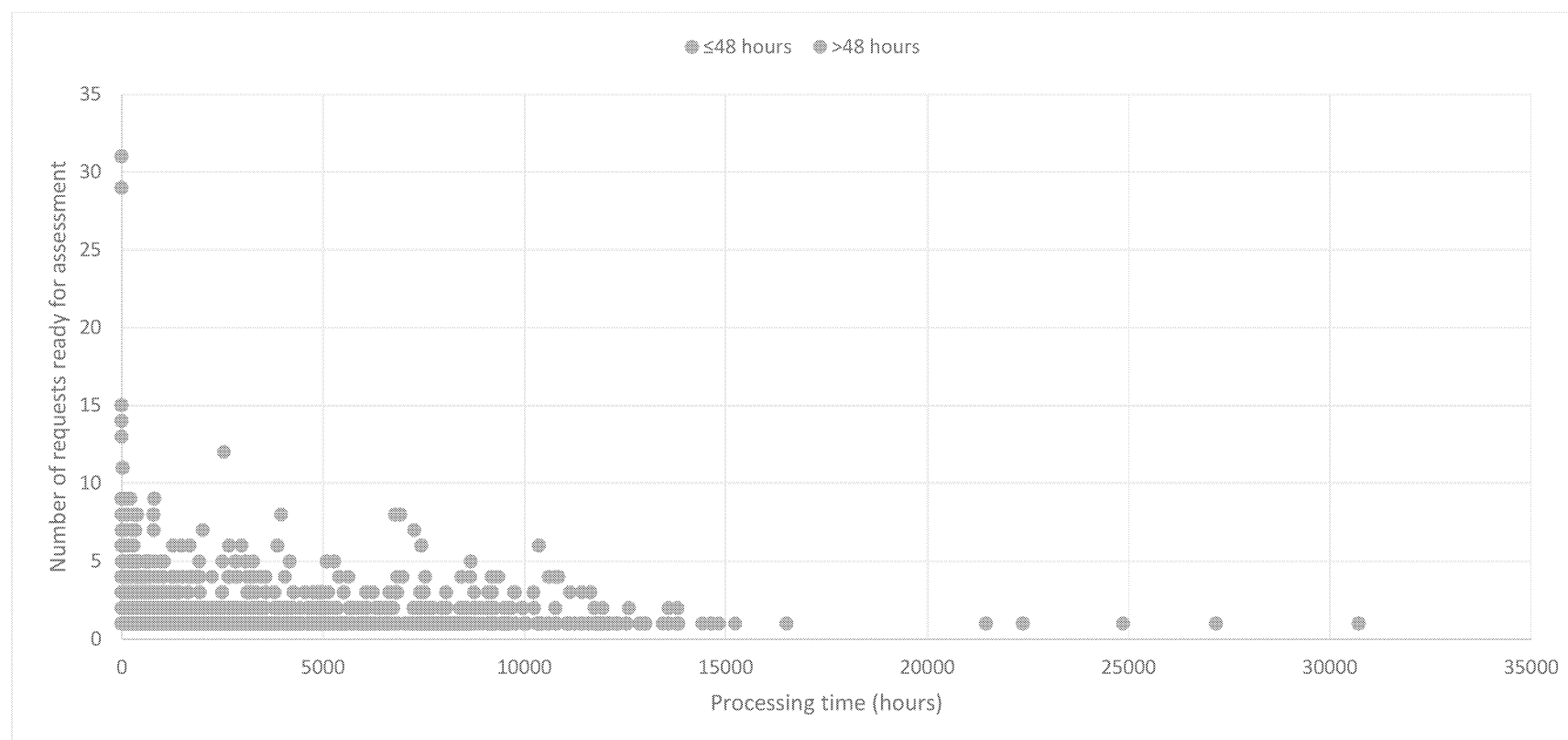


Processing time of urgent individual requests (hours)	Number of requests	(%)
≤ 12 hours	465	15%
> 12 hours	2,542	85%
<b>Total</b>	<b>3,007</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Figure 2:** Processing time of non-urgent individual requests, October 2024

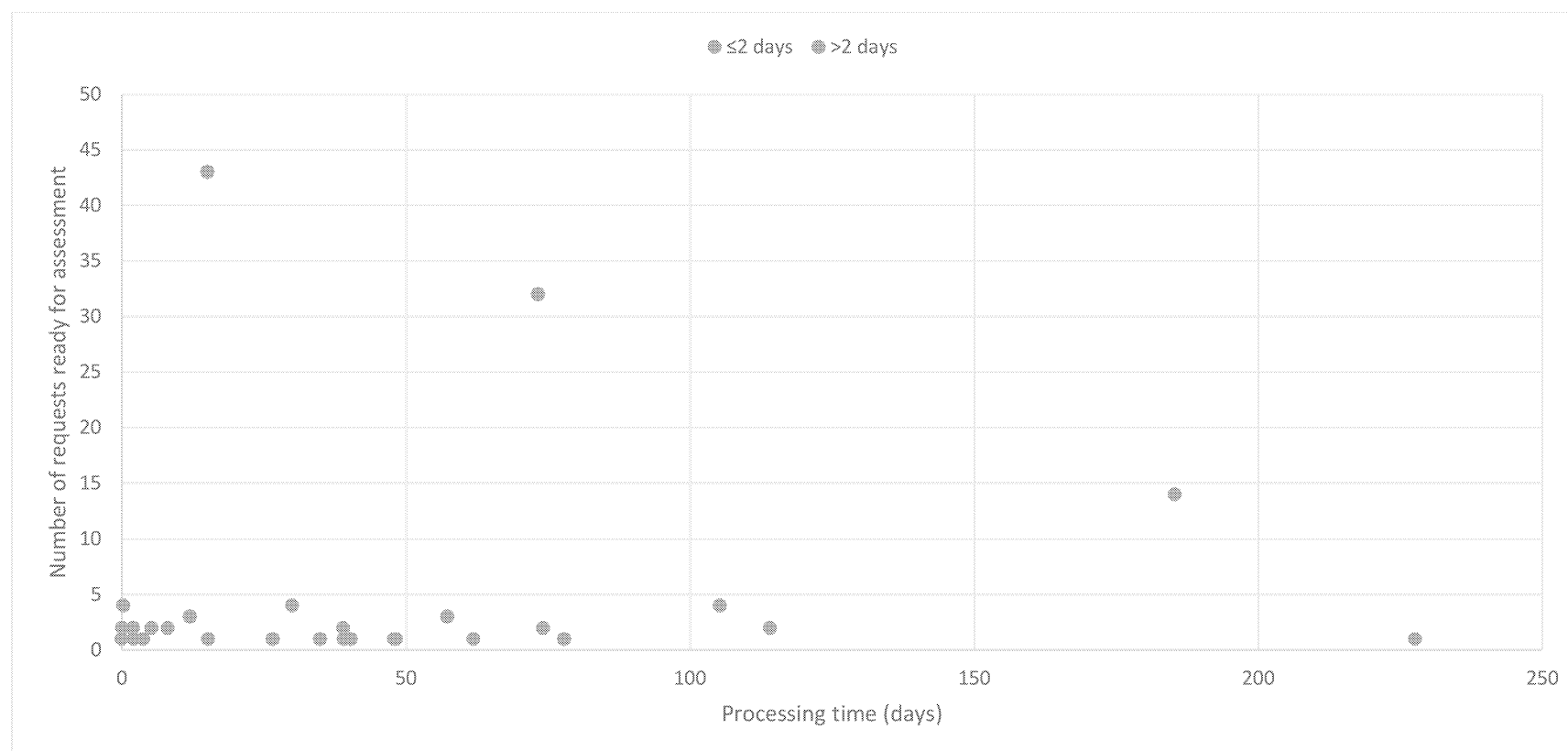


Processing time of non-urgent individual requests (hours)	Number of requests	(%)
≤ 48 hours	1,135	19%
> 48 hours	4,716	81%
<b>Total</b>	<b>5,851</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Figure 3: Processing time of urgent group requests, October 2024**

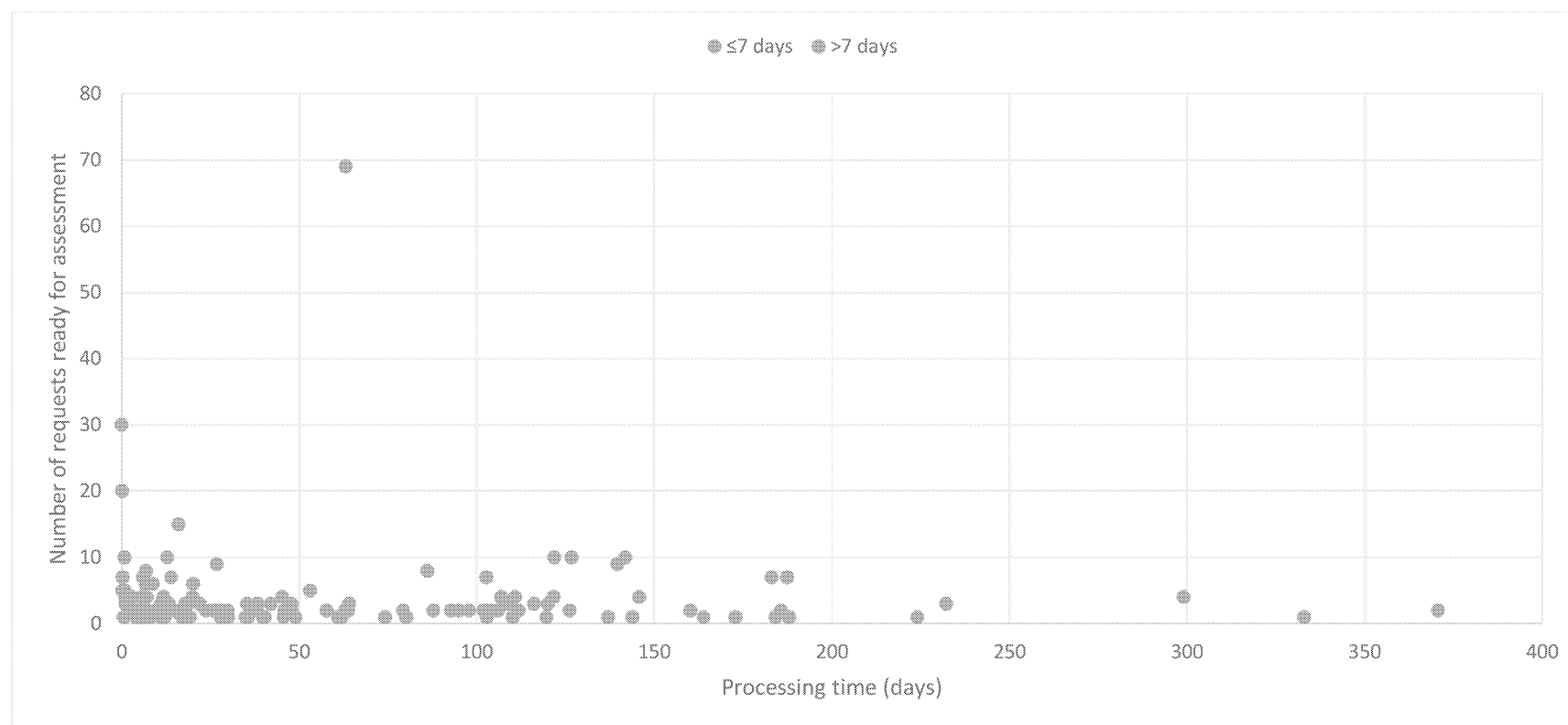


Processing time of urgent group requests (days)	Number of requests	Percent (%)
≤ 2 days	7	5%
> 2 days	127	95%
Total	134	100%

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Figure 4: Processing time of non-urgent group requests, October 2024**



Processing time of non-urgent group requests (days)	Number of requests	Percent (%)
≤ 7 days	144	27%
> 7 days	388	73%
<b>Total</b>	<b>532</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Jordan's Principle October 2024 Monthly Report**

Requests for products, services, and supports under Jordan's Principle can be submitted for review, determination and funding in two ways: either through individual requests or group requests. An individual request may be submitted by a parent or authorized representative for a single child or children from the same family and the requests are managed by ISC. A group request may be submitted by a community service coordination organization, for example, for a group of children seeking services; these requests are managed by partners through contribution agreements. Partners are funded by ISC and provide an estimated number of children requiring products, services, and supports in the submission. Following the end of the funding cycle, partners report on the actual number of children served and products, services, and supports provided.

Table 1 is the summary of the reach of approved products, services, and supports for First Nations children by region from July 1, 2016 to October 31, 2024. From July 1, 2016 to October 31, 2024, the Government of Canada approved 8,288,605 products, services, and supports for First Nations children. Between April 1 and October 31, 2024, 1,821,818 products, services, and supports were approved for First Nations children. This is a 11% increase compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to October 31, 2023) and represents approximately 64% of all approved products, services, and supports for Fiscal Year 2023-2024. Of the total number of products, services, and supports approved, 111,567 products, services, and supports were through individual requests and 1,710,251 were through group requests.

**Table 1: Total Approved Products, Services, and Supports of Individual and Group requests, Jordan's Principle, July 1, 2016 - October 31, 2024**

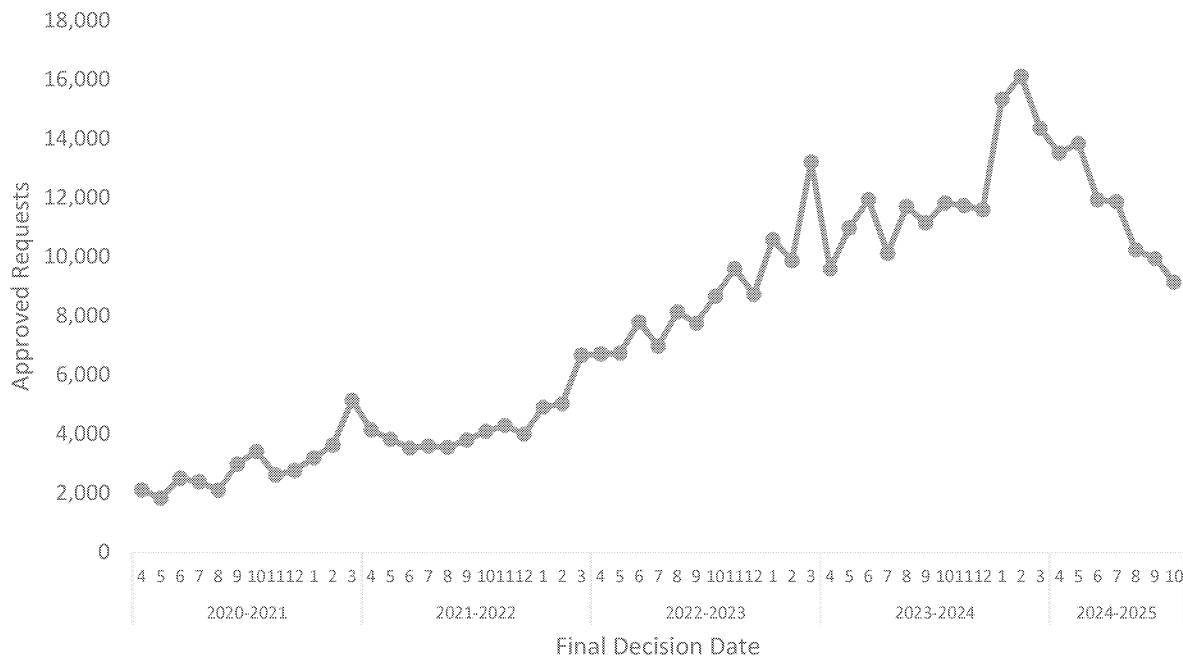
Region	Fiscal Year								Total (July 1, 2016 – October 31, 2024)
	2016-17 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – October 31, 2024)			
						Individual	Group	Total	
AB	45,004	33,592	49,057	120,728	254,620	10,201	52,379	62,580	565,581
ATL	25,505	10,032	20,553	67,144	56,482	12,200	9,432	21,632	201,348
BC	13,453	3,297	4,589	12,317	34,267	9,647	17,839	27,486	95,409
MB	265,050	44,544	69,605	167,435	183,353	30,416	665,811	696,227	1,426,214
NR	18,157	30,024	19,501	44,994	75,038	3,793	42,271	46,064	233,778
ON	314,763	146,902	347,946	1,060,487	1,673,039	25,881	626,315	652,196	4,195,333
QC	53,038	60,673	55,438	71,752	71,652	9,500	47,540	57,040	369,593
SK	53,761	76,729	47,661	245,846	518,759	9,929	248,664	258,593	1,201,349
Total	788,731	405,793	614,350	1,790,703	2,867,210	111,567	1,710,251	1,821,818	8,288,605

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) The number of products, services, and supports requested by partner organizations and communities in 2022-2023, reported above, may include a continuation of products, services, and supports that were previously requested and approved in prior fiscal years for multiple years; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

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Figure 1 and table 2 represent the summary of approved requests for First Nations children. From April 1, 2018 to October 31, 2024, the Government of Canada approved 458,086 requests for First Nations children. Between April 1 and October 31, 2024, 80,487 requests were approved for First Nations children. This is a 4% increase compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to October 31, 2023) and represents approximately 55% of all requests for Fiscal Year 2023-2024. Of the total number of requests approved, 73,478 were individual requests and 7,009 were group requests.

**Figure 1: Approved Requests through Jordan's Principle, April 1, 2020 –October 31, 2024**



Notes: 1) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 2) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 6) Approved service coordination requests are not included in the report.

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**Table 2: Approved Requests through Jordan's Principle, April 1, 2018 – October 31, 2024**

Region	Fiscal Year								Total (April 1, 2018 – October 31, 2024)
	2018-19 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – October 31, 2024)			
						Individual	Group	Total	
AB	2,358	2,891	5,160	11,327	15,293	5,743	494	6,237	43,266
ATL	8,332	4,535	5,846	10,788	18,885	9,006	767	9,773	58,159
BC	4,106	2,433	3,981	7,655	12,714	5,865	295	6,160	37,049
MB	4,286	7,170	12,859	24,352	30,523	21,180	1,431	22,611	101,801
NR	1,594	1,556	2,341	3,928	4,308	2,125	255	2,380	16,107
ON	10,529	6,274	8,618	23,492	36,431	16,775	2,485	19,260	104,604
QC	4,078	2,876	4,228	8,983	10,593	6,232	691	6,923	37,681
SK	5,051	6,922	8,333	14,270	17,700	6,552	591	7,143	59,419
Total	40,334	34,657	51,366	104,795	146,447	73,478	7,009	80,487	458,086

Notes: 1) The number of approved requests is unavailable prior to fiscal year 2018-19; 2) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 3) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

Tables 3 and 4 summarize the expenditures and hard commitments for Operations and Maintenance (O&M) and Contributions for Jordan's Principle.

From April 1, 2017 to October 31, 2024, a total of \$6.46B was expended and committed under Jordan's Principle. Of this total, \$695.83M was expended and committed for O&M, and \$5.76B was expended and committed for Contributions.

Between April 1 and October 31, 2024 \$1.63B was expended and committed under Jordan's Principle. Of this total, \$168.54M was expended and committed for O&M, and \$1.47B was expended and committed for Contributions.



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**Table 3:** Summary of Expenditures & Hard Commitments (in Millions) for O&M through Jordan's Principle for October 31, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for O&M								
	Fiscal Year								Total
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – October 31, 2024)		
							Actuals	Commitments (Hard)	
AB	2.81	1.61	1.32	1.96	2.39	3.15	1.66	0.01	1.67
AR	2.14	1.97	3.03	5.43	6.04	7.09	2.88	1.59	4.47
BC	1.05	5.48	3.76	5.07	8.74	16.10	7.47	4.08	11.55
MB	1.36	3.87	7.21	17.85	45.27	79.82	51.34	16.89	68.23
NR	1.32	3.26	4.31	4.16	6.54	10.79	7.51	0.80	8.31
ON	9.15	14.63	20.40	25.45	28.61	73.50	36.40	16.08	52.48
QC	2.15	2.46	3.84	9.01	13.49	13.71	9.01	0.17	9.18
SK	2.38	3.77	4.70	5.84	8.90	20.34	7.80	4.84	12.64
HQ	0.01	0.01	0.00	-	0.05	-	-	-	-
Total	22.35	37.06	48.57	74.77	120.03	224.51	124.08	44.46	168.54

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

**Table 4:** Summary of Expenditures & Hard Commitments (in Millions) for Contributions through Jordan's Principle for October 31, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for Contributions								
	Fiscal Year								
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – October 31, 2024)		
							Actuals	Commitment s (Hard)	Total
AB	50.47	83.00	48.83	38.83	73.04	151.20	120.45	27.95	148.40
AR	36.04	38.46	30.49	31.48	56.57	67.75	54.63	1.34	55.96
BC	28.90	2.20	2.42	4.51	11.52	24.28	30.50	6.27	36.77
MB	134.78	120.77	126.31	127.82	189.09	389.77	330.94	121.34	452.28
NR	8.08	18.52	34.52	49.79	58.41	94.26	77.65	33.87	111.52
ON	185.15	162.12	167.02	194.17	316.58	466.81	305.53	135.22	440.75
QC	17.99	22.43	29.64	29.25	54.10	68.36	35.72	9.15	44.88
SK	50.24	52.61	49.67	55.99	65.71	165.41	174.51	0.30	174.81
HQ	5.28	2.96	1.84	0.44	-	0.92	0.88	-	0.88
TOTAL	516.92	503.08	490.74	532.28	825.03	1,428.76	1,130.81	335.45	1,466.26

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

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**Supplementary Report to the Jordan's Principle October 2024 Monthly Report****Key Messages**

- This analysis presents information on approved products, services, and supports and their associated funding by province/territory between April 1 - October 31, 2024
- During this period, 1,821,818 products, services, and supports were approved for First Nations children.
  - 111,567 products, services, and supports were approved through individual requests
  - 1,710,251 products, services, and supports were approved through group requests.
- The total approved funding amounts was \$1274.89M.

**Table:** Total Approved Products, Services, and Supports by Request Type and Associated Approved Funding, April 1 – October 31, 2024

Province/ Territory	October 2024				Cumulative (April 1 – October 31, 2024)			
	Products, Services, and Supports			Approved Funding (\$)	Products, Services, and Supports			Approved Funding (\$)
	Individual	Group	Total		Individual	Group	Total	
BC	1,083	1,506	2,589	3,179,386	9,688	17,839	27,527	26,693,141
AB	739	3,777	4,516	5,660,132	10,136	52,383	62,519	91,882,071
SK	1,347	21,057	22,404	10,900,204	10,061	248,668	258,729	141,508,601
MB	3,416	17,134	20,550	24,172,837	30,062	664,423	694,485	365,791,127
ON	2,823	31,617	34,440	23,469,215	26,221	627,705	653,926	357,406,237
QC	1,273	1,157	2,430	9,155,848	9,398	47,528	56,926	71,153,234
NB	483	293	776	3,465,657	4,007	1,922	5,929	22,664,717
NS	606	75	681	1,910,449	4,445	1,867	6,312	18,216,564
PE	30	366	396	574,041	260	1,743	2,003	4,302,452
NL	407	393	800	1,491,342	3,486	3,902	7,388	20,618,077
YT	120	3,101	3,221	7,721,122	1,084	23,559	24,643	87,908,215
NT	259	195	454	1,330,157	2,636	18,711	21,347	66,552,199
NU	4	0	4	5,459	35	0	35	84,333
Unknown	3	0	3	8,833	48	1	49	113,568
<b>Total</b>	<b>12,593</b>	<b>80,671</b>	<b>93,264</b>	<b>93,044,681</b>	<b>111,567</b>	<b>1,710,251</b>	<b>1,821,818</b>	<b>1,274,894,535</b>

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Approved service coordination requests are not included in the report; 6) National Office (HQ) approvals are counted in the region where the request originated; 7) The financial information included in this analysis is based solely on approved amounts captured in the Jordan's Principle Case Management System, and may not reflect actual expenditures and/or match coding from SAP; 8) Values for approved funding within the table are rounded and may not add up to the total.

December 12, 2024

## Jordan's Principle November 2024 Compliance Report

### Key Messages

- In November 2024, the Government of Canada's compliance rate for urgent individual requests is 10%, and for non-urgent is 17% (Table 1).
- In November 2024, the Government of Canada's compliance rate for urgent group requests is 14%, and for non-urgent is 21% (Table 1).
- From April 1 to November 30, 2024, the Government of Canada's compliance rate for urgent individual requests is 16%, and for non-urgent is 21% (Table 2).
- From April 1 to November 30, 2024, the Government of Canada's compliance rate for urgent group requests is 24%, and for non-urgent is 29% (Table 2).

**Table 1:** Jordan's Principle November 2024 Compliance

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	121	12%	315	19%	0	NA	10	0%
Atlantic	58	31%	389	9%	0	NA	10	20%
British Columbia	178	18%	293	25%	3	33%	6	0%
Manitoba	718	3%	1,515	5%	8	0%	125	1%
Northern/Yukon	52	2%	86	7%	0	NA	4	25%
Ontario	382	15%	647	32%	0	NA	43	100%
Québec	235	15%	323	21%	14	50%	45	24%
Saskatchewan	191	12%	671	29%	0	NA	20	10%
National Office	343	8%	109	8%	31	0%	27	7%
<b>Total</b>	<b>2,278</b>	<b>10%</b>	<b>4,348</b>	<b>17%</b>	<b>56</b>	<b>14%</b>	<b>290</b>	<b>21%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

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**Table 2: Cumulative Jordan's Principle Compliance (April 1, 2024– November 30, 2024)**

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	3,450	18%	2,665	28%	16	0%	550	15%
Atlantic	1,018	45%	8,302	16%	17	35%	733	33%
British Columbia	2,832	26%	3,473	24%	16	38%	283	26%
Manitoba	6,261	13%	17,027	8%	156	22%	1,348	13%
Northern/Yukon	436	11%	1,723	25%	9	78%	250	69%
Ontario	8,013	14%	9,529	39%	287	28%	2,245	34%
Québec	1,941	31%	4,846	26%	198	53%	552	40%
Saskatchewan	1,444	11%	5,833	33%	17	0%	590	29%
National Office	3,418	4%	2,475	3%	284	1%	138	13%
<b>Total</b>	<b>28,813</b>	<b>16%</b>	<b>55,873</b>	<b>21%</b>	<b>1,000</b>	<b>24%</b>	<b>6,689</b>	<b>29%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

**Table 3: Quarterly Jordan's Principle Compliance (April 1, 2024– November 30, 2024)**

Fiscal year Quarter	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Q1	11,772	18%	26,572	20%	322	33%	2,908	34%
Q2	11,703	17%	18,972	24%	453	26%	2,944	24%
Q3	NA	NA	NA	NA	NA	NA	NA	NA
Q4	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>23,475</b>	<b>17%</b>	<b>45,544</b>	<b>22%</b>	<b>775</b>	<b>29%</b>	<b>5,852</b>	<b>29%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

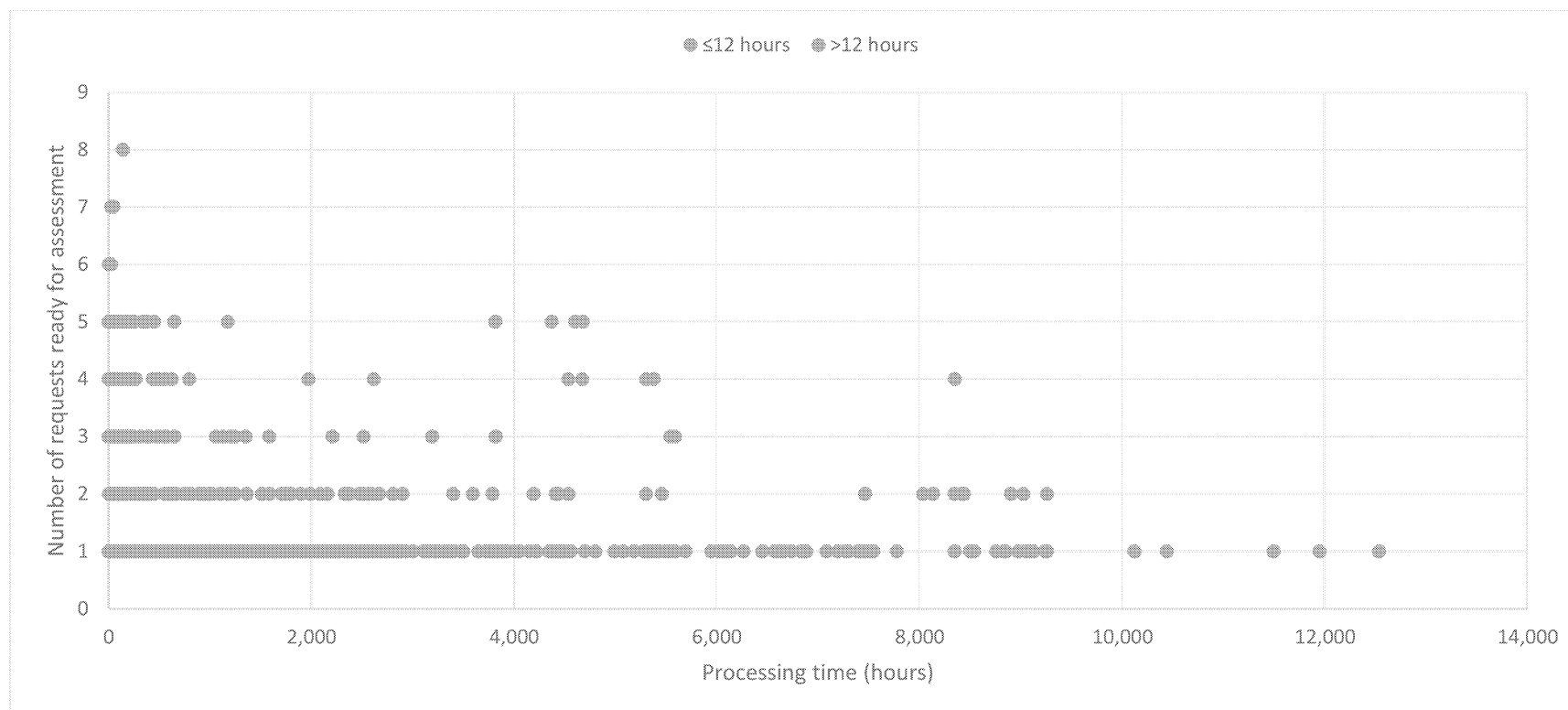
December 12, 2024

**Methods:**

- Compliance evaluated using the time between last date of requestor submission and adjudication date.
- For individual requests, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours.  
For group requests, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days
- Compliance is only evaluated for original adjudications. Appeals and re-reviews of past decisions are excluded.

December 12, 2024

**Figure 1: Processing time of urgent individual requests, November 2024**



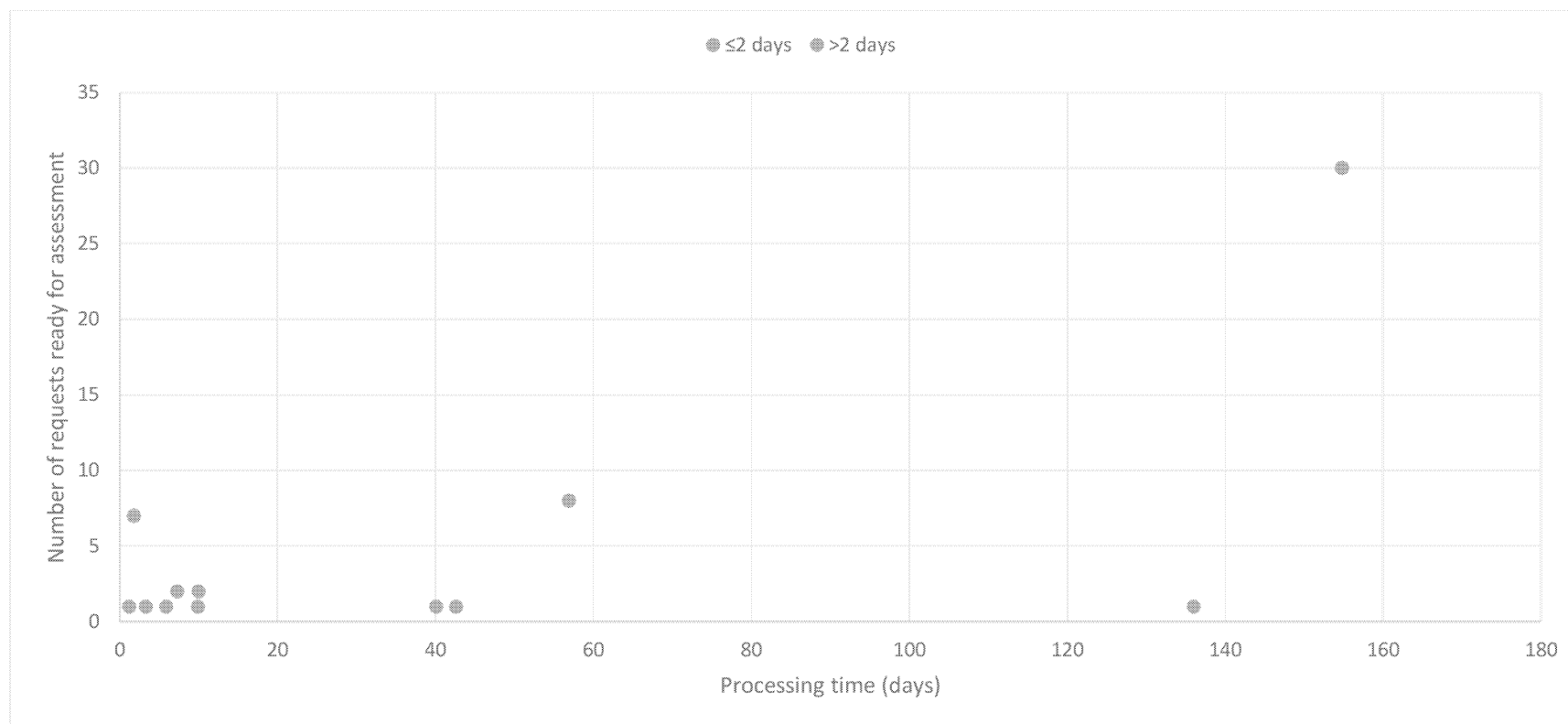
Processing time of urgent individual requests (hours)	Number of requests	(%)
≤ 12 hours	230	10%
> 12 hours	2,048	90%
<b>Total</b>	<b>2,278</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.



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**Figure 3: Processing time of urgent group requests, November 2024**



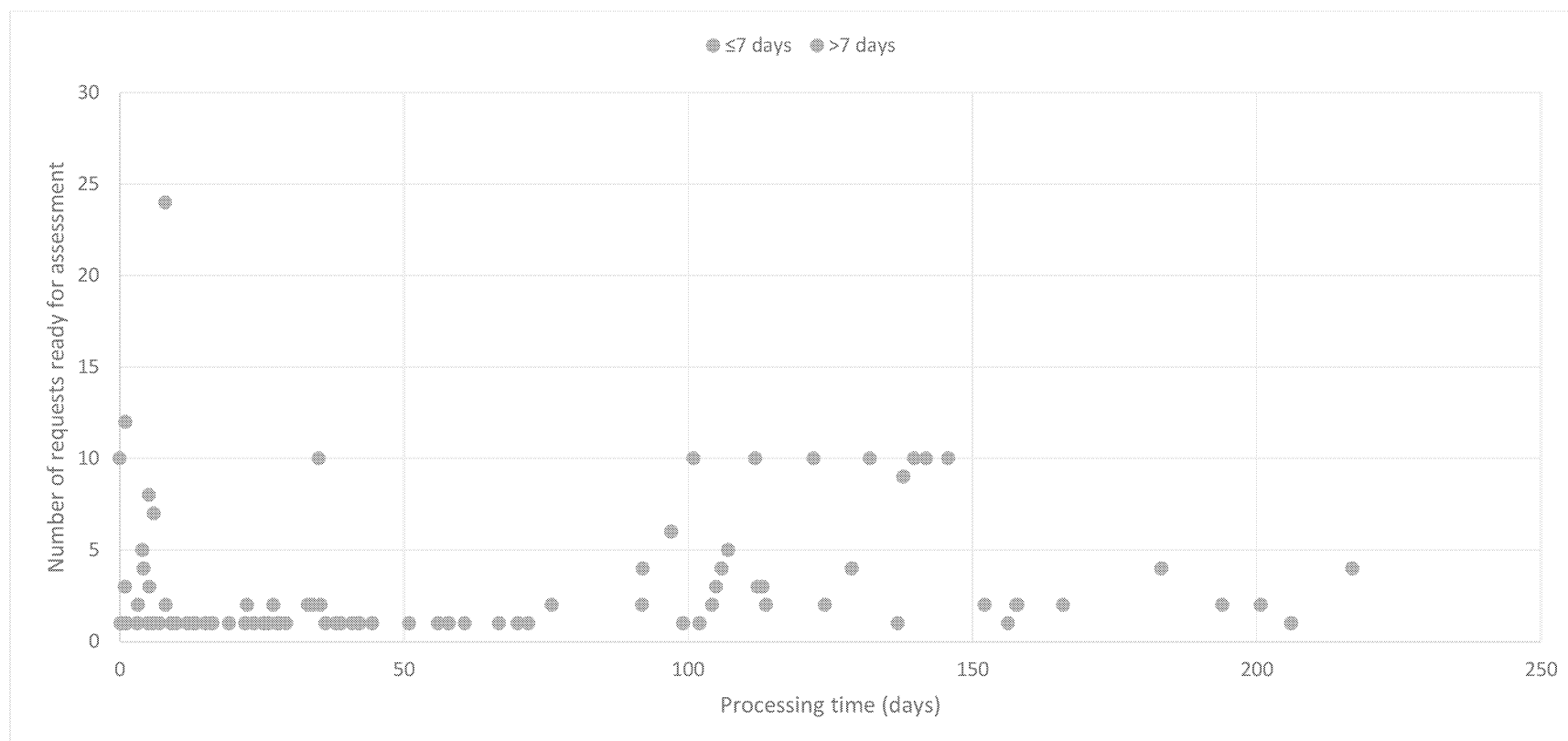
Processing time of urgent group requests (days)	Number of requests	Percent (%)
≤ 2 days	8	14%
> 2 days	48	86%
Total	56	100%

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.



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**Figure 4: Processing time of non-urgent group requests, November 2024**



Processing time of non-urgent group requests (days)	Number of requests	Percent (%)
≤ 7 days	62	21%
> 7 days	228	79%
<b>Total</b>	<b>290</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

Data within this report supersedes all previously reported statistics.  
Jordan's Principle CMS extraction date: 2024-12-11

December 12, 2024

**Jordan's Principle November 2024 Monthly Report**

Requests for products, services, and supports under Jordan's Principle can be submitted for review, determination and funding in two ways: either through individual requests or group requests. An individual request may be submitted by a parent or authorized representative for a single child or children from the same family and the requests are managed by ISC. A group request may be submitted by a community service coordination organization, for example, for a group of children seeking services; these requests are managed by partners through contribution agreements. Partners are funded by ISC and provide an estimated number of children requiring products, services, and supports in the submission. Following the end of the funding cycle, partners report on the actual number of children served and products, services, and supports provided.

Table 1 is the summary of the reach of approved products, services, and supports for First Nations children by region from July 1, 2016 to November 30, 2024. From July 1, 2016 to November 30, 2024, the Government of Canada approved 8,370,756 products, services, and supports for First Nations children. Between April 1 and November 30, 2024, 1,827,893 products, services, and supports were approved for First Nations children. This is approximately the same as in the same period in Fiscal Year 2023-2024 (April 1, 2023 to November 30, 2023) and represents approximately 62% of all approved products, services, and supports for Fiscal Year 2023-2024. Of the total number of products, services, and supports approved, 120,934 products, services, and supports were through individual requests and 1,706,959 were through group requests.

**Table 1: Total Approved Products, Services, and Supports of Individual and Group requests, Jordan's Principle, July 1, 2016 - November 30, 2024**

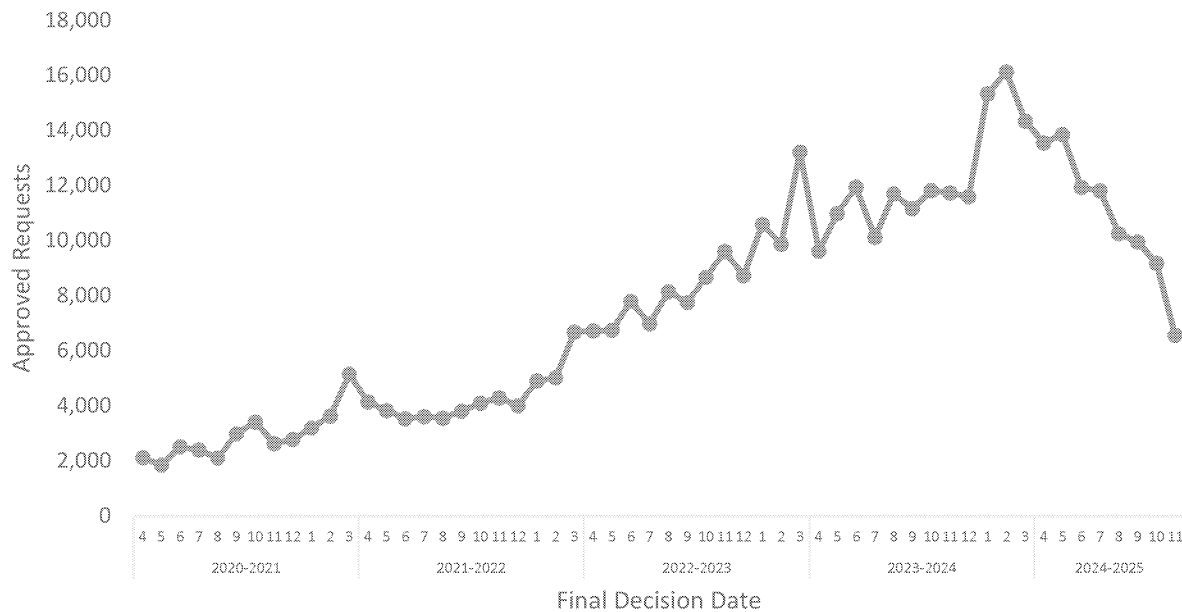
Region	Fiscal Year								Total (July 1, 2016 – November 30, 2024)
	2016-17 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – November 30, 2024)			
						Individual	Group	Total	
AB	45,004	33,592	49,057	120,728	253,767	10,909	67,781	78,690	580,838
ATL	25,505	10,032	20,553	67,144	61,740	13,347	8,967	22,314	207,288
BC	13,453	3,297	4,589	12,318	34,267	10,311	17,944	28,255	96,179
MB	265,050	44,544	69,605	167,435	255,037	33,364	655,026	688,390	1,490,061
NR	18,157	30,024	19,501	44,994	75,036	4,049	42,487	46,536	234,248
ON	314,763	146,902	347,946	1,060,487	1,673,027	27,449	613,157	640,606	4,183,731
QC	53,038	60,673	55,438	71,752	71,653	10,360	48,825	59,185	371,739
SK	53,761	76,729	47,661	245,840	518,764	11,145	252,772	263,917	1,206,672
Total	788,731	405,793	614,350	1,790,698	2,943,291	120,934	1,706,959	1,827,893	8,370,756

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) The number of products, services, and supports requested by partner organizations and communities in 2022-2023, reported above, may include a continuation of products, services, and supports that were previously requested and approved in prior fiscal years for multiple years; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

December 12, 2024

Figure 1 and table 2 represent the summary of approved requests for First Nations children. From April 1, 2018 to November 30, 2024, the Government of Canada approved 464,692 requests for First Nations children. Between April 1 and November 30, 2024, 87,086 requests were approved for First Nations children. This is a 2% decrease compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to November 30, 2023), but represents approximately 59% of all requests for Fiscal Year 2023-2024. Of the total number of requests approved, 79,772 were individual requests and 7,314 were group requests.

**Figure 1: Approved Requests through Jordan's Principle, April 1, 2020 –November 30, 2024**



Notes: 1) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 2) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 6) Approved service coordination requests are not included in the report.

December 12, 2024

**Table 2: Approved Requests through Jordan's Principle, April 1, 2018 – November 30, 2024**

Region	Fiscal Year								Total (April 1, 2018 – November 30, 2024)
	2018-19 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – November 30, 2024)			
						Individual	Group	Total	
AB	2,358	2,891	5,160	11,327	15,297	6,204	574	6,778	43,811
ATL	8,332	4,535	5,846	10,788	18,862	9,467	753	10,220	58,583
BC	4,106	2,433	3,981	7,655	12,714	6,342	304	6,646	37,535
MB	4,286	7,170	12,859	24,352	30,555	23,431	1,514	24,945	104,167
NR	1,594	1,556	2,341	3,928	4,306	2,269	259	2,528	16,253
ON	10,529	6,274	8,618	23,492	36,423	17,839	2,548	20,387	105,723
QC	4,078	2,876	4,228	8,983	10,594	6,794	751	7,545	38,304
SK	5,051	6,922	8,333	14,270	17,703	7,426	611	8,037	60,316
Total	40,334	34,657	51,366	104,795	146,454	79,772	7,314	87,086	464,692

Notes: 1) The number of approved requests is unavailable prior to fiscal year 2018-19; 2) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 3) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

Tables 3 and 4 summarize the expenditures and hard commitments for Operations and Maintenance (O&M) and Contributions for Jordan's Principle.

From April 1, 2017 to November 30, 2024, a total of \$6.52B was expended and committed under Jordan's Principle. Of this total, \$709.25M was expended and committed for O&M, and \$5.81B was expended and committed for Contributions.

Between April 1 and November 30, 2024 \$1.69B was expended and committed under Jordan's Principle. Of this total, \$181.96M was expended and committed for O&M, and \$1.51B was expended and committed for Contributions.

December 12, 2024

**Table 3:** Summary of Expenditures & Hard Commitments (in Millions) for O&M through Jordan's Principle for November 30, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for O&M									
	Fiscal Year								2024-25 (April 1 – November 30, 2024)	
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Actuals	Commitments (Hard)		Total
AB	2.81	1.61	1.32	1.96	2.39	3.15	1.76	0.00	1.76	
AR	2.14	1.97	3.03	5.43	6.04	7.09	3.13	1.45	4.59	
BC	1.05	5.48	3.76	5.07	8.74	16.10	8.41	3.63	12.04	
MB	1.36	3.87	7.21	17.85	45.27	79.82	58.14	14.98	73.12	
NR	1.32	3.26	4.31	4.16	6.54	10.79	8.34	1.52	9.86	
ON	9.15	14.63	20.40	25.45	28.61	73.50	41.62	14.23	55.85	
QC	2.15	2.46	3.84	9.01	13.49	13.71	11.11	0.16	11.28	
SK	2.38	3.77	4.70	5.84	8.90	20.34	8.98	4.49	13.48	
HQ	0.01	0.01	0.00	-	0.05	-	-	-	-	
Total	22.35	37.06	48.57	74.77	120.03	224.51	141.51	40.45	181.96	

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

**Table 4:** Summary of Expenditures & Hard Commitments (in Millions) for Contributions through Jordan's Principle for November 30, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for Contributions								
	Fiscal Year								
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – November 30, 2024)		
							Actuals	Commitment s (Hard)	Total
AB	50.47	83.00	48.83	38.83	73.04	151.20	122.03	27.43	149.45
AR	36.04	38.46	30.49	31.48	56.57	67.75	54.63	4.45	59.08
BC	28.90	2.20	2.42	4.51	11.52	24.28	33.78	6.56	40.34
MB	134.78	120.77	126.31	127.82	189.09	389.77	340.06	115.45	455.51
NR	8.08	18.52	34.52	49.79	58.41	94.26	82.47	35.79	118.26
ON	185.15	162.12	167.02	194.17	316.58	466.81	329.44	123.96	453.40
QC	17.99	22.43	29.64	29.25	54.10	68.36	39.61	10.80	50.40
SK	50.24	52.61	49.67	55.99	65.71	165.41	179.16	5.29	184.45
HQ	5.28	2.96	1.84	0.44	-	0.92	0.88	-	0.88
TOTAL	516.92	503.08	490.74	532.28	825.03	1,428.76	1,182.05	329.73	1,511.78

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

December 12, 2024

**Supplementary Report to the Jordan's Principle November 2024 Monthly Report****Key Messages**

- This analysis presents information on approved products, services, and supports and their associated funding by province/territory between April 1 - November 30, 2024
- During this period, 1,827,893 products, services, and supports were approved for First Nations children.
  - 120,934 products, services, and supports were approved through individual requests
  - 1,706,959 products, services, and supports were approved through group requests.
- The total approved funding amounts was \$1288.79M.

**Table:** Total Approved Products, Services, and Supports by Request Type and Associated Approved Funding, April 1 – November 30, 2024

Province/ Territory	November 2024				Cumulative (April 1 – November 30, 2024)			
	Products, Services, and Supports			Approved Funding (\$)	Products, Services, and Supports			Approved Funding (\$)
	Individual	Group	Total		Individual	Group	Total	
BC	647	107	754	1,356,424	10,334	17,946	28,280	28,036,965
AB	697	10,140	10,837	3,871,920	10,887	67,781	78,668	100,548,809
SK	1,194	4,108	5,302	3,996,413	11,281	252,774	264,055	145,513,002
MB	2,825	132	2,957	9,212,361	32,926	653,637	686,563	367,148,019
ON	1,642	45	1,687	5,024,066	27,844	614,549	642,393	349,416,928
QC	860	1,287	2,147	4,060,417	10,264	48,812	59,076	75,349,377
NB	166	133	299	756,962	4,223	1,995	6,218	23,385,508
NS	290	#	#	823,733	4,730	1,869	6,599	18,998,058
PE	#	#	21	123,639	#	#	2,022	4,425,706
NL	88	#	89	163,373	4,124	3,354	7,478	20,729,150
YT	81	120	201	254,793	1,165	23,677	24,842	88,163,008
NT	167	98	265	324,503	2,805	18,809	21,614	66,883,587
NU	#	0	#	2,500	36	0	36	86,833
Unknown	#	0	#	1,959	#	#	49	108,009
<b>Total</b>	<b>8,669</b>	<b>16,185</b>	<b>24,854</b>	<b>29,973,064</b>	<b>120,934</b>	<b>1,706,959</b>	<b>1,827,893</b>	<b>1,288,792,958</b>

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Approved service coordination requests are not included in the report; 6) National Office (HQ) approvals are counted in the region where the request originated; 7) The financial information included in this analysis is based solely on approved amounts captured in the Jordan's Principle Case Management System, and may not reflect actual expenditures and/or match coding from SAP; 8) Values for approved funding within the table are rounded and may not add up to the total.

January 27, 2025

## Jordan's Principle December 2024 Compliance Report

### Key Messages

- In December 2024, the Government of Canada's compliance rate for urgent individual requests is 8%, and for non-urgent is 12% (Table 1).
- In December 2024, the Government of Canada's compliance rate for urgent group requests is 9%, and for non-urgent is 9% (Table 1).
- From April 1 to December 31, 2024, the Government of Canada's compliance rate for urgent individual requests is 16%, and for non-urgent is 20% (Table 2).
- From April 1 to December 31, 2024, the Government of Canada's compliance rate for urgent group requests is 23%, and for non-urgent is 28% (Table 2).

**Table 1:** Jordan's Principle December 2024 Compliance

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	176	5%	248	15%	0	NA	22	0%
Atlantic	12	42%	545	10%	0	NA	21	0%
British Columbia	154	14%	239	22%	2	0%	11	55%
Manitoba	914	4%	2,311	5%	3	0%	150	0%
Northern/Yukon	24	0%	91	16%	0	NA	4	25%
Ontario	264	18%	476	30%	1	0%	33	100%
Québec	138	4%	275	12%	14	21%	52	13%
Saskatchewan	168	10%	848	22%	1	0%	47	6%
National Office	334	12%	376	3%	14	0%	245	0%
<b>Total</b>	<b>2,184</b>	<b>8%</b>	<b>5,409</b>	<b>12%</b>	<b>35</b>	<b>9%</b>	<b>585</b>	<b>9%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

January 27, 2025

**Table 2: Cumulative Jordan’s Principle Compliance (April 1, 2024– December 31, 2024)**

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	3,616	17%	2,934	27%	18	11%	686	21%
Atlantic	1,010	45%	8,850	16%	17	35%	747	31%
British Columbia	2,940	26%	3,747	24%	18	33%	294	27%
Manitoba	7,149	12%	19,361	8%	159	21%	1,601	18%
Northern/Yukon	441	11%	1,837	24%	9	78%	252	68%
Ontario	8,240	14%	10,019	38%	292	27%	2,314	35%
Québec	2,063	29%	5,135	25%	212	51%	606	38%
Saskatchewan	1,621	11%	6,718	32%	17	0%	631	28%
National Office	3,940	5%	2,969	4%	298	1%	401	4%
<b>Total</b>	<b>31,020</b>	<b>16%</b>	<b>61,570</b>	<b>20%</b>	<b>1,040</b>	<b>23%</b>	<b>7,532</b>	<b>28%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

**Table 3: Quarterly Jordan’s Principle Compliance (April 1, 2024– December 31, 2024)**

Fiscal year Quarter	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Q1	11,756	18%	26,584	20%	324	34%	3,082	37%
Q2	11,681	17%	19,000	24%	453	26%	3,009	24%
Q3	7,583	11%	15,986	16%	263	7%	1,441	19%
Q4	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>31,020</b>	<b>16%</b>	<b>61,570</b>	<b>20%</b>	<b>1,040</b>	<b>23%</b>	<b>7,532</b>	<b>28%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.



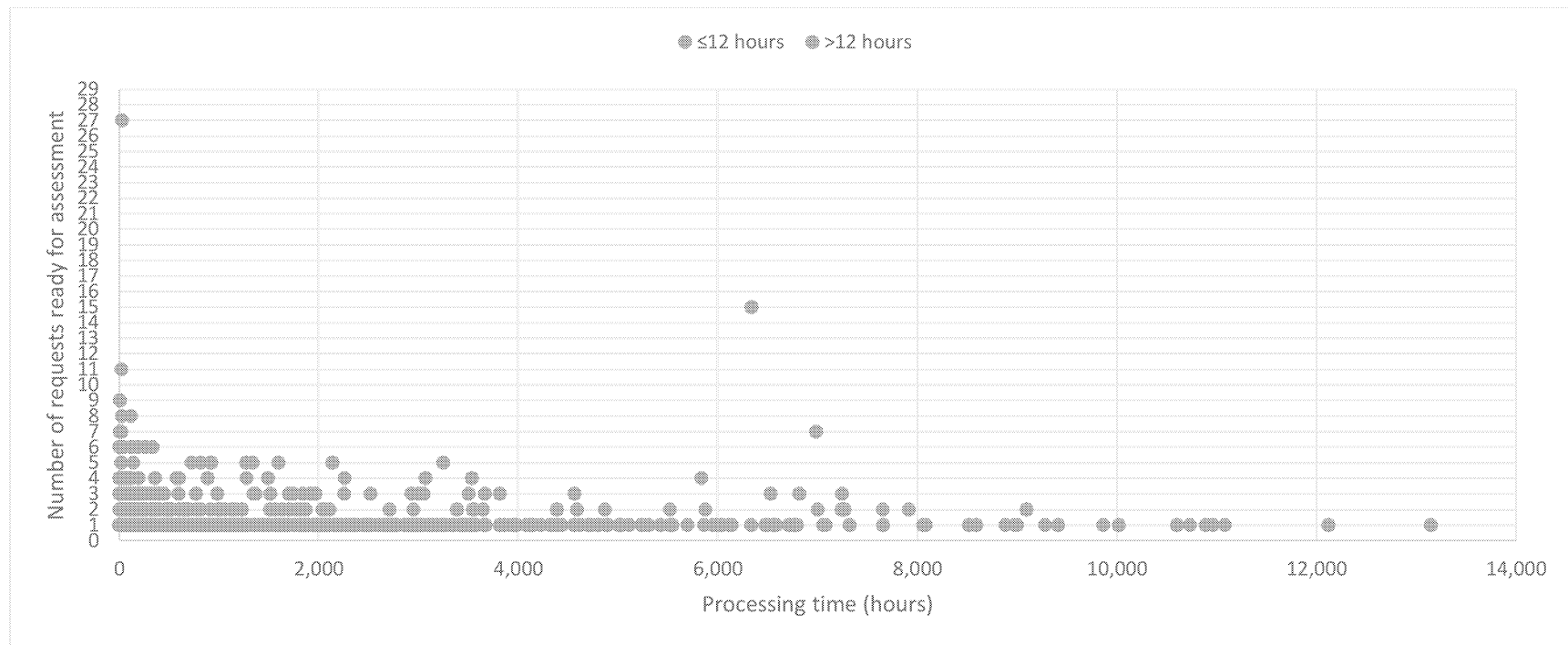
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**Methods:**

- Compliance evaluated using the time between last date of requestor submission and adjudication date.
- For individual requests, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours.  
For group requests, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days
- Compliance is only evaluated for original adjudications. Appeals and re-reviews of past decisions are excluded.

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**Figure 1:** Processing time of urgent individual requests, December 2024

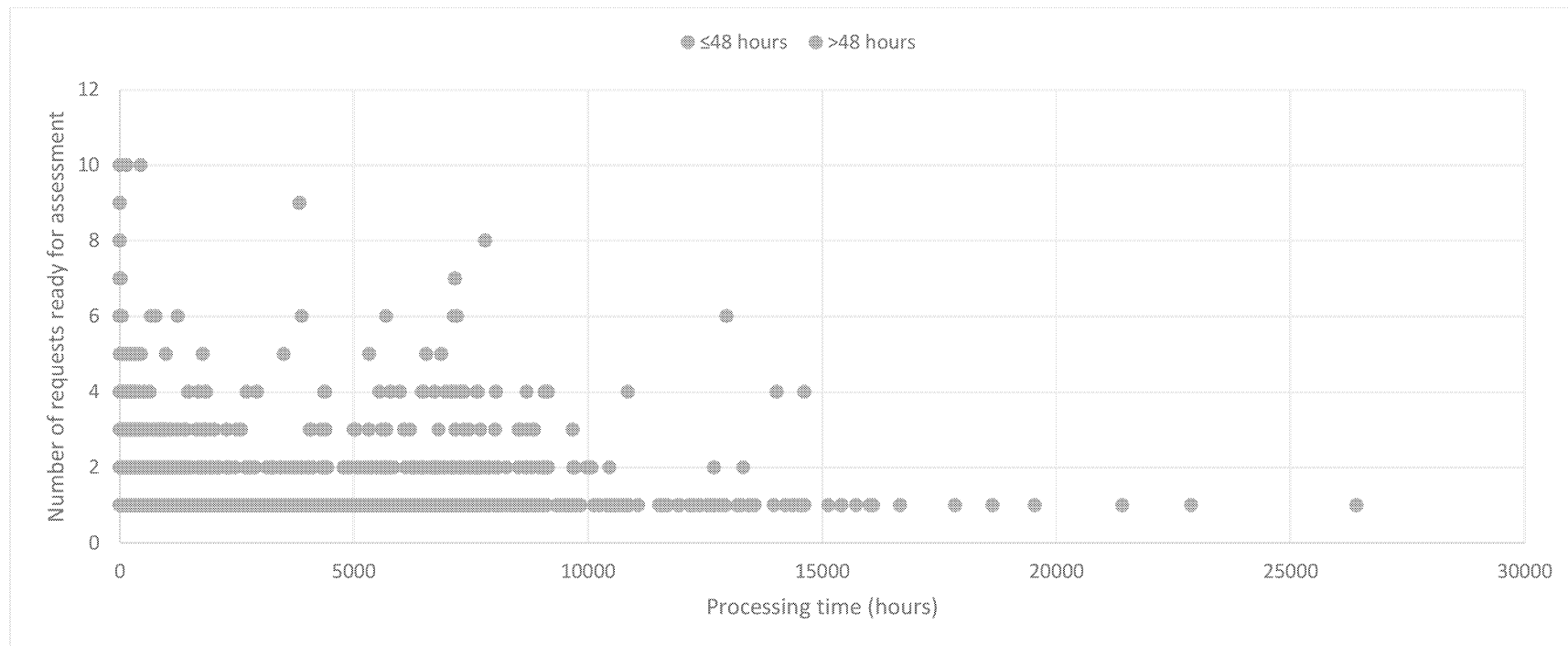


Processing time of urgent individual requests (hours)	Number of requests	(%)
≤ 12 hours	181	8%
> 12 hours	2,003	92%
<b>Total</b>	<b>2,184</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Figure 2:** Processing time of non-urgent individual requests, December 2024

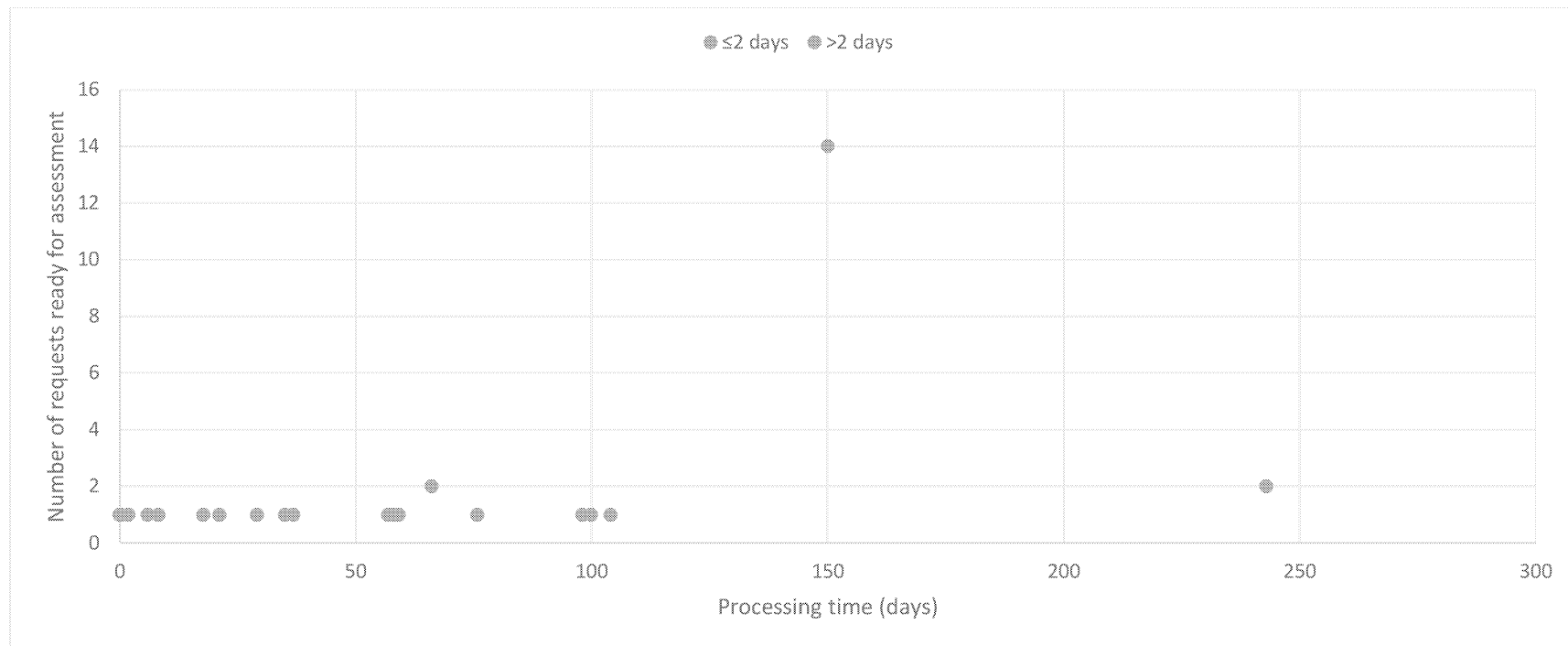


Processing time of non-urgent individual requests (hours)	Number of requests	(%)
≤ 48 hours	644	12%
> 48 hours	4,765	88%
<b>Total</b>	<b>5,409</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Figure 3: Processing time of urgent group requests, December 2024**

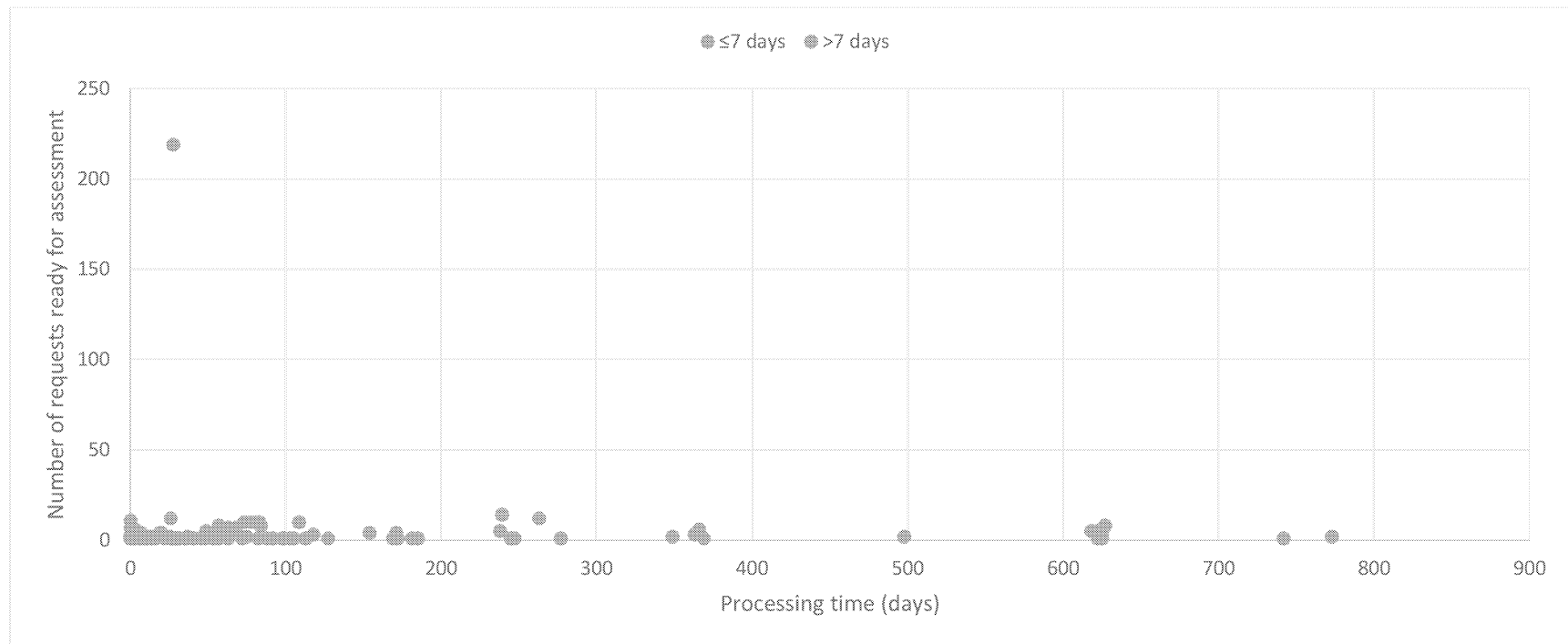


Processing time of urgent group requests (days)	Number of requests	Percent (%)
≤ 2 days	3	9%
> 2 days	32	91%
Total	35	100%

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Figure 4:** Processing time of non-urgent group requests, December 2024



Processing time of non-urgent group requests (days)	Number of requests	Percent (%)
≤ 7 days	50	9%
> 7 days	535	91%
<b>Total</b>	<b>585</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

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**Jordan's Principle December 2024 Monthly Report**

Requests for products, services, and supports under Jordan's Principle can be submitted for review, determination and funding in two ways: either through individual requests or group requests. An individual request may be submitted by a parent or authorized representative for a single child or children from the same family and the requests are managed by ISC. A group request may be submitted by a community service coordination organization, for example, for a group of children seeking services; these requests are managed by partners through contribution agreements. Partners are funded by ISC and provide an estimated number of children requiring products, services, and supports in the submission. Following the end of the funding cycle, partners report on the actual number of children served and products, services, and supports provided.

Table 1 is the summary of the reach of approved products, services, and supports for First Nations children by region from July 1, 2016 to December 31, 2024. From July 1, 2016 to December 31, 2024, the Government of Canada approved 8,768,965 products, services, and supports for First Nations children. Between April 1 and December 31, 2024, 2,141,661 products, services, and supports were approved for First Nations children. This is a 6% increase compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to December 31, 2023) and represents approximately 71% of all approved products, services, and supports for Fiscal Year 2023-2024. Of the total number of products, services, and supports approved, 131,481 products, services, and supports were through individual requests and 2,010,180 were through group requests.

**Table 1:** Total Approved Products, Services, and Supports of Individual and Group requests, Jordan's Principle, July 1, 2016 – December 31, 2024

Region	Fiscal Year								Total (July 1, 2016 – December 31, 2024)
	2016-17 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – December 31, 2024)			
						Individual	Group	Total	
AB	44,998	33,586	49,057	120,592	294,945	11,617	146,261	157,878	701,056
ATL	25,505	9,410	19,596	66,495	57,598	14,145	4,656	18,801	197,405
BC	13,453	3,283	4,589	12,312	34,528	10,845	18,859	29,704	97,869
MB	265,050	44,342	69,605	167,432	309,259	38,363	786,813	825,176	1,680,864
NR	18,157	29,936	19,492	44,978	74,693	4,246	42,288	46,534	233,790
ON	314,763	146,811	347,885	1,060,480	1,671,906	28,662	687,539	716,201	4,258,046
QC	53,022	60,400	55,271	71,170	71,022	11,017	50,886	61,903	372,788
SK	53,713	75,832	47,653	245,780	518,705	12,586	272,878	285,464	1,227,147
Total	788,661	403,600	613,148	1,789,239	3,032,656	131,481	2,010,180	2,141,661	8,768,965

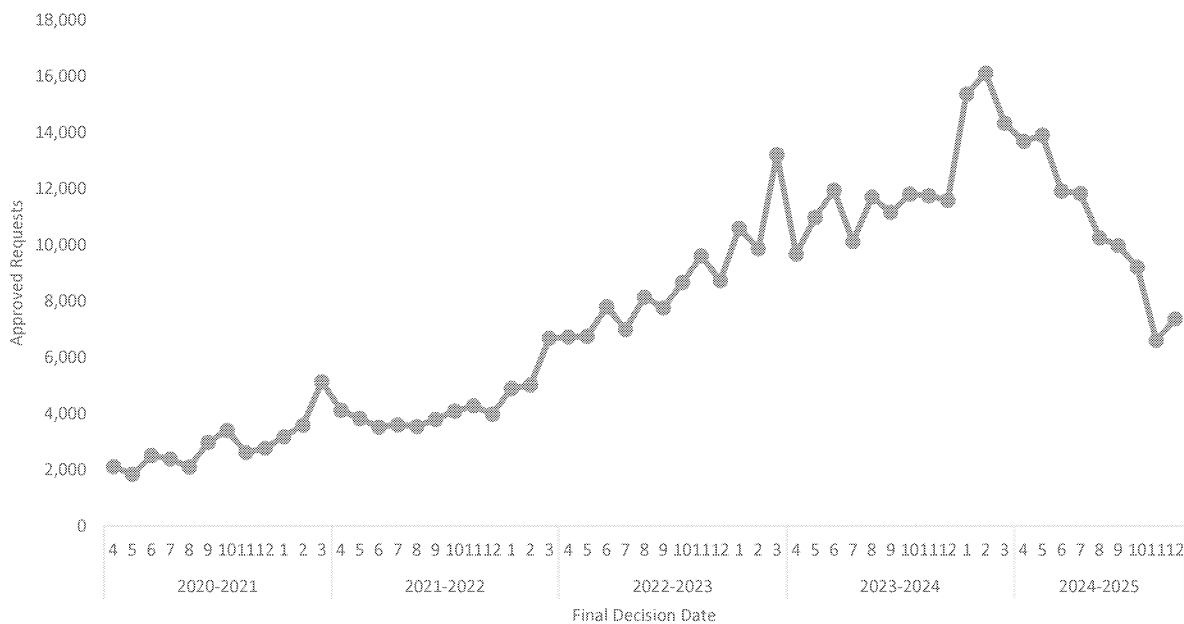
Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) The number of products, services, and supports requested by partner organizations and communities in 2022-2023, reported above, may include a continuation of products, services, and supports that were previously requested and approved in prior fiscal years for multiple years; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-

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23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

Figure 1 and table 2 represent the summary of approved requests for First Nations children. From April 1, 2018 to December 31, 2024, the Government of Canada approved 472,383 requests for First Nations children. Between April 1 and December 31, 2024, 94,731 requests were approved for First Nations children. This is a 6% decrease compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to December 31, 2023), but represents approximately 65% of all requests for Fiscal Year 2023-2024. Of the total number of requests approved, 86,807 were individual requests and 7,924 were group requests.

**Figure 1: Approved Requests through Jordan's Principle, April 1, 2020 –December 31, 2024**



Notes: 1) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 2) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 6) Approved service coordination requests are not included in the report.

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**Table 2: Approved Requests through Jordan's Principle, April 1, 2018 – December 31, 2024**

Region	Fiscal Year								Total (April 1, 2018 – December 31, 2024)
	2018-19 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – December 31, 2024)			
						Individual	Group	Total	
AB	2,358	2,891	5,160	11,327	15,332	6,653	715	7,368	44,436
ATL	8,332	4,535	5,846	10,787	18,856	10,012	767	10,779	59,135
BC	4,106	2,433	3,981	7,653	12,715	6,730	317	7,047	37,935
MB	4,286	7,170	12,859	24,352	30,631	26,688	1,770	28,458	107,756
NR	1,594	1,556	2,341	3,929	4,306	2,391	261	2,652	16,378
ON	10,529	6,240	8,610	23,496	36,404	18,636	2,623	21,259	106,538
QC	4,078	2,876	4,228	8,983	10,591	7,205	819	8,024	38,780
SK	5,051	6,922	8,333	14,270	17,705	8,492	652	9,144	61,425
Total	40,334	34,623	51,358	104,797	146,540	86,807	7,924	94,731	472,383

Notes: 1) The number of approved requests is unavailable prior to fiscal year 2018-19; 2) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 3) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

Tables 3 and 4 summarize the expenditures and hard commitments for Operations and Maintenance (O&M) and Contributions for Jordan's Principle.

From April 1, 2017 to December 31, 2024, a total of \$6.60B was expended and committed under Jordan's Principle. Of this total, \$730.17M was expended and committed for O&M, and \$5.87B was expended and committed for Contributions.

Between April 1 and December 31, 2024 \$1.78B was expended and committed under Jordan's Principle. Of this total, \$202.88M was expended and committed for O&M, and \$1.57B was expended and committed for Contributions.



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**Table 3:** Summary of Expenditures & Hard Commitments (in Millions) for O&M through Jordan's Principle for December 31, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for O&M								
	Fiscal Year								
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – December 31, 2024)		
							Actuals	Commitments (Hard)	Total
AB	2.81	1.61	1.32	1.96	2.39	3.15	1.82	0.00	1.82
AR	2.14	1.97	3.03	5.43	6.04	7.09	3.45	1.52	4.96
BC	1.05	5.48	3.76	5.07	8.74	16.10	8.99	9.85	18.85
MB	1.36	3.87	7.21	17.85	45.27	79.82	67.40	13.49	80.89
NR	1.32	3.26	4.31	4.16	6.54	10.79	9.46	0.88	10.34
ON	9.15	14.63	20.40	25.45	28.61	73.50	46.60	12.26	58.86
QC	2.15	2.46	3.84	9.01	13.49	13.71	12.43	0.16	12.59
SK	2.38	3.77	4.70	5.84	8.90	20.34	10.84	3.72	14.56
HQ	0.01	0.01	0.00	-	0.05	-	-	-	-
Total	22.35	37.06	48.57	74.77	120.03	224.51	160.99	41.89	202.88

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

**Table 4:** Summary of Expenditures & Hard Commitments (in Millions) for Contributions through Jordan's Principle for December 31, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for Contributions								
	Fiscal Year								
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – December 31, 2024)		
							Actuals	Commitment s (Hard)	Total
AB	50.47	83.00	48.83	38.83	73.04	151.20	126.17	35.58	161.75
AR	36.04	38.46	30.49	31.48	56.57	67.75	59.15	0.28	59.43
BC	28.90	2.20	2.42	4.51	11.52	24.28	37.19	3.33	40.52
MB	134.78	120.77	126.31	127.82	189.09	389.77	441.51	16.29	457.80
NR	8.08	18.52	34.52	49.79	58.41	94.26	89.74	30.11	119.85
ON	185.15	162.12	167.02	194.17	316.58	466.81	339.77	134.47	474.24
QC	17.99	22.43	29.64	29.25	54.10	68.36	45.76	15.69	61.45
SK	50.24	52.61	49.67	55.99	65.71	165.41	193.93	4.86	198.79
HQ	5.28	2.96	1.84	0.44	-	0.92	0.88	-	0.88
TOTAL	516.92	503.08	490.74	532.28	825.03	1,428.76	1,334.11	240.61	1,574.71

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

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## Supplementary Report to the Jordan's Principle December 2024 Monthly Report

### Key Messages

- This analysis presents information on approved products, services, and supports and their associated funding by province/territory between April 1 - December 31, 2024
- During this period, 2,141,661 products, services, and supports were approved for First Nations children.
  - 131,481 products, services, and supports were approved through individual requests
  - 2,010,180 products, services, and supports were approved through group requests.
- The total approved funding amounts was \$1396.56M.

**Table:** Total Approved Products, Services, and Supports by Request Type and Associated Approved Funding, April 1 – December 31, 2024

Province/ Territory	December 2024				Cumulative (April 1 – December 31, 2024)			
	Products, Services, and Supports			Approved Funding (\$)	Products, Services, and Supports			Approved Funding (\$)
	Individual	Group	Total		Individual	Group	Total	
BC	537	931	1,468	1,152,493	10,864	18,859	29,723	29,156,560
AB	734	18,094	18,828	3,897,215	11,591	146,261	157,852	118,865,007
SK	1,387	17,921	19,308	17,587,651	12,738	272,878	285,616	163,442,946
MB	4,882	45,490	50,372	26,878,966	37,867	785,429	823,296	413,980,624
ON	1,283	1,000	2,283	11,920,609	29,120	688,923	718,043	365,321,933
QC	657	2,657	3,314	5,178,047	10,922	50,886	61,808	80,828,168
NB	275	0	275	409,734	4,482	336	4,818	23,379,082
NS	207	0	207	362,239	4,901	1,064	5,965	19,155,499
PE	15	705	720	819,949	282	2,054	2,336	5,245,655
NL	170	0	170	511,843	4,440	1,168	5,608	21,252,359
YT	#	13	#	155,110	1,223	23,654	24,877	88,314,619
NT	120	50	170	433,228	2,930	18,634	21,564	67,216,121
NU	0	0	0	0	36	0	36	86,833
Unknown	#	0	#	9,842	85	34	119	316,273
<b>Total</b>	<b>10,330</b>	<b>86,861</b>	<b>97,191</b>	<b>69,316,927</b>	<b>131,481</b>	<b>2,010,180</b>	<b>2,141,661</b>	<b>1,396,561,676</b>

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Approved service coordination requests are not included in the report; 6) National Office (HQ) approvals are counted in the region where the request originated; 7) The financial information included in this analysis is based solely on approved amounts captured in the Jordan's Principle Case Management System, and may not reflect actual expenditures and/or match coding from SAP; 8) Values for approved funding within the table are rounded and may not add up to the total.



**First Nations Child &  
Family Caring Society**

**Société de soutien  
à l'enfance et à la famille  
des Premières Nations**

**fncaringsociety.com**

13 February 2025

Julien Castonguay  
A/Assistant Deputy Minister  
First Nations and Inuit Health Branch  
Indigenous Services Canada

Good day Mr. Castonguay,

The Caring Society has received ISC's Jordan's Principle Operational Bulletin dated February 10, 2025, which provides a measure of transparency regarding ISC's recent conduct and changes in operations. The Caring Society is carefully reviewing the bulletin alongside the Tribunal's orders on Jordan's Principle to end Canada's discrimination against First Nations children and prevent its recurrence.

However, a number of items in the bulletin immediately raise concerns, including:

- ISC unilaterally applying this operational bulletin to the reported backlog of nearly 129,000 requests [[Canada's January 17, 2025 Report to the Tribunal](#)]. Many of these children have been waiting several months or longer to receive a determination on their request. Applying this bulletin retroactively amounts to shifting goalposts, is procedurally unfair, and risks exacerbating the backlog, further delaying services to children. A recent Federal Court ruling [[Schofer v Canada, 2025 FC 50](#)] requires Canada to provide "reasonable facilitation" and not "passive obstruction" to First Nations families seeking supports for their children. As a result, any documentation gaps arising from Canada's shifting goalposts must be brought to families' attention before any denials are issued.
- ISC requiring requests to demonstrate how the child has experienced gaps, delays, or denials in government services before considering the request for support. In doing so, ISC recycles its discriminatory conduct found in the [Merits Decision](#) by presuming that the needs of First Nations children can be satisfied by existing services and then foisting the responsibility of identifying and coordinating such services onto First Nations, service providers and families, even though INAC had not done so.

The Tribunal has reaffirmed its order that Canada must close gaps and coordinate its federal programs to ensure that children do not experience gaps, delays and denials in services. The orders for Canada to coordinate its federal programs and to fully and properly implement Jordan's Principle must work together [[2025 CHRT 6](#), para. 92]. The Tribunal found no evidence that Canada has thoroughly evaluated its federal programs to respond to First Nations children's needs and gaps in services [para. 383]. Indeed, when Canada reported its progress in coordinating federal programs with the Tribunal on [January 10, 2025](#), it indicated that "there is limited transferability between Jordan's Principle requests and other ISC programs." If ISC's assessment concludes at this time that children accessing Jordan's Principle will not be eligible for other programs, it is unreasonable to require families to prove to Canada a conclusion it has already arrived at.

- ISC requiring families/communities to disclose children's assessments or detailed diagnoses by including them in supporting documentation for requests. Disclosure of private health information is unnecessary when registered/licensed professionals are already providing a recommendation for the request, particularly given the Tribunal has reaffirmed that ISC can engage in clinical case conferencing when it is reasonably necessary to better understand a child's clinical needs [[2017 CHRT 14](#), [2017 CHRT 35](#) and [2025 CHRT 6](#), para. 304]. It is also unclear how this aligns with the privacy/confidentiality of the child(ren). [The Caring Society has repeatedly](#)

cautioned ISC against requiring that level of documentation. The Caring Society has serious concerns about the compliance of this approach with the *Privacy Act* and the bulletin does not indicate whether any privacy assessment or consultation with the Privacy Commissioner has been conducted.

- ISC narrowing the scope of eligible products, services and supports "unless such funding is required by substantive equality" appears inconsistent with the Tribunal's clarification that the presumption of substantive equality applies to break down accessibility barriers and remove burdens on requestors in proving how their requests meet the substantive equality test. The onus is on Canada to prove that substantive equality does *not* apply [2025 CHRT 6, paras. 168-170].
- It is unclear how this bulletin applies to urgent requests, if at all. ISC must immediately provide that clarity.

ISC releasing this bulletin without consulting the Caring Society or the Parties who are in active mediation on directly related matters, raises serious concerns about ISC's commitment to mediation and complying with the Tribunal's orders. In previous years, when ISC was contemplating directives of this nature, ISC has reached out to the Caring Society, the AFN, the Canadian Human Rights Commission and the Interested Parties to seek their views on draft materials before they were implemented. This past practice was consistent with Tribunal orders to coordinate these communications. Canada must withdraw this bulletin and mediate these issues on a good faith basis as part of the dialogic approach, or the Caring Society will bring this to the mediator's attention and reserves the right to seek other remedies.

The Caring Society also reiterates that Jordan's Principle Operations Committee (JPOC) members must provide their regional expertise, guidance and input into ISC policies and conduct as per the JPOC Terms of Reference. The Caring Society notes that JPOC has not met since September 2024, despite the critical need for regional expertise to inform ISC conduct on Jordan's Principle and repeated requests for meetings from JPOC members. We further call on ISC to call a JPOC meeting within five business days to discuss the bulletin and seek their expertise on urgent matters, such as the request and reimbursement backlogs, the status of funding agreements for First Nations service coordinators and urgent cases.

Thank you,



Cindy Blackstock, PhD.  
Executive Director, First Nations Child & Family Caring Society

CC: Jordan's Principle Operations Committee



**First Nations Child &  
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**Société de soutien  
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des Premières Nations**

**fncaringsociety.com**

13 February 2025

Julien Castonguay  
A/Assistant Deputy Minister  
First Nations and Inuit Health Branch  
Indigenous Services Canada

Good day Mr. Castonguay,

The Caring Society has received ISC's Jordan's Principle Operational Bulletin dated February 10, 2025, which provides a measure of transparency regarding ISC's recent conduct and changes in operations. The Caring Society is carefully reviewing the bulletin alongside the Tribunal's orders on Jordan's Principle to end Canada's discrimination against First Nations children and prevent its recurrence.

However, a items in the bulletin immediately raise concerns, including:

- ISC unilaterally applying this operational bulletin to the reported backlog of nearly 129,000 requests [[Canada's January 17, 2025 Report to the Tribunal](#)]. Many of these children have been waiting several months or longer to receive a determination on their request. Applying this bulletin retroactively amounts to shifting goalposts, is procedurally unfair, and risks exacerbating the backlog, further delaying services to children. A recent Federal Court ruling [[Schofer v Canada, 2025 FC 50](#)] requires Canada to provide "reasonable facilitation" and not "passive obstruction" to First Nations families seeking supports for their children. As a result, any documentation gaps arising from Canada's shifting goalposts must be brought to families' attention before any denials are issued.
- ISC requiring requests to demonstrate how the child has experienced gaps, delays, or denials in government services before considering the request for support. In doing so, ISC recycles its discriminatory conduct found in the [Merits Decision](#) by presuming that the needs of First Nations children can be satisfied by existing services and then foisting the responsibility of identifying and coordinating such services onto First Nations, service providers and families, even though INAC had not done so.

The Tribunal has reaffirmed its order that Canada must close gaps and coordinate its federal programs to ensure that children do not experience gaps, delays and denials in services. The orders for Canada to coordinate its federal programs and to fully and properly implement Jordan's Principle must work together [[2025 CHRT 6](#), para. 92]. The Tribunal found no evidence that Canada has thoroughly evaluated its federal programs to respond to First Nations children's needs and gaps in services [para. 383]. Indeed, when Canada reported its progress in coordinating federal programs with the Tribunal on [January 10, 2025](#), it indicated that "there is limited transferability between Jordan's Principle requests and other ISC programs." If ISC's assessment concludes at this time that children accessing Jordan's Principle will not be eligible for other programs, it is unreasonable to require families to prove to Canada a conclusion it has already arrived at.

- ISC requiring families/communities to disclose children's assessments or detailed diagnoses by including them in supporting documentation for requests. Disclosure of private health information is unnecessary when registered/licensed professionals are already providing a recommendation for the request, particularly given the Tribunal has reaffirmed that ISC can engage in clinical case conferencing when it is reasonably necessary to better understand a child's clinical needs [[2017 CHRT 14](#), [2017 CHRT 35](#) and [2025 CHRT 6](#), para. 304]. It is also unclear how this aligns with the privacy/confidentiality of the child(ren). [The Caring Society has repeatedly](#)

cautioned ISC against requiring that level of documentation. The Caring Society has serious concerns about the compliance of this approach with the *Privacy Act* and the bulletin does not indicate whether any privacy assessment or consultation with the Privacy Commissioner has been conducted.

- ISC narrowing the scope of eligible products, services and supports "unless such funding is required by substantive equality" appears inconsistent with the Tribunal's clarification that the presumption of substantive equality applies to break down accessibility barriers and remove burdens on requestors of proving how their requests meet the substantive equality test. The onus is on Canada to prove that substantive equality does *not* apply [2025 CHRT 6, paras. 168-170].
- It is unclear how this bulletin applies to urgent requests, if at all. ISC must immediately provide that clarity.

ISC releasing this bulletin without consulting the Caring Society or the Parties who are in active mediation on directly related matters raises serious concerns about ISC's commitment to mediation and complying with the Tribunal's orders. In previous years, when ISC was contemplating directives of this nature, ISC has reached out to the Caring Society, the AFN, the Canadian Human Rights Commission and the Interested Parties to seek their views on draft materials before they were implemented. This past practice was consistent with Tribunal orders to coordinate these communications. Canada must withdraw this bulletin and mediate these issues on a good faith basis as part of the dialogic approach, or the Caring Society will bring this to the mediator's attention and reserves the right to seek other remedies.

The Caring Society also reiterates that Jordan's Principle Operations Committee (JPOC) members must provide their regional expertise, guidance and input into ISC policies and conduct as per the JPOC Terms of Reference. The Caring Society notes that JPOC has not met since September 2024 despite the critical need for regional expertise to inform ISC conduct on Jordan's Principle and repeated requests for meetings from JPOC members. We further call on ISC to call a JPOC meeting within five business days to discuss the bulletin and seek their expertise on urgent matters such as the request and reimbursement backlogs, the status of funding agreements for First Nations service coordinators and urgent cases.

Thank you,



Cindy Blackstock, PhD.

Executive Director, First Nations Child & Family Caring Society

CC: Jordan's Principle Operations Committee

October 15, 2024

**Jordan’s Principle September 2024 Compliance Report**

**Key Messages**

- In September 2024, the Government of Canada’s compliance rate for urgent individual requests is 16%, and for non-urgent is 22% (Table 1).
- In September 2024, the Government of Canada’s compliance rate for urgent group requests is 42%, and for non-urgent is 28% (Table 1).
- From April 1 to September 30, 2024, the Government of Canada’s compliance rate for urgent individual requests is 17%, and for non-urgent is 22% (Table 2).
- From April 1 to September 30, 2024, the Government of Canada’s compliance rate for urgent group requests is 24%, and for non-urgent is 28% (Table 2).

**Table 1:** Jordan’s Principle September 2024 Compliance

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	257	16%	369	20%	0	NA	83	5%
Atlantic	125	50%	883	13%	5	0%	258	25%
British Columbia	299	24%	392	27%	0	NA	69	29%
Manitoba	1,201	10%	1,451	11%	22	50%	147	11%
Northern/Yukon	68	4%	163	27%	0	NA	31	81%
Ontario	1,018	17%	1,211	39%	31	61%	95	64%
Québec	264	23%	465	23%	42	40%	102	38%
Saskatchewan	105	13%	556	27%	12	0%	153	25%
National Office	187	2%	118	4%	0	NA	21	10%
<b>Total</b>	<b>3,524</b>	<b>16%</b>	<b>5,608</b>	<b>22%</b>	<b>112</b>	<b>42%</b>	<b>959</b>	<b>28%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

**Table 2:** Cumulative Jordan’s Principle Compliance (April 1, 2024– September 30, 2024)

Region	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Alberta	3,107	19%	1,995	30%	12	0%	448	14%
Atlantic	815	47%	6,919	16%	11	55%	612	31%
British Columbia	2,340	27%	2,771	25%	8	13%	242	30%
Manitoba	4,803	15%	14,053	9%	126	25%	1,062	12%
Northern/Yukon	328	13%	1,470	27%	9	78%	230	68%
Ontario	6,828	14%	7,885	40%	230	11%	2,060	31%
Québec	1,381	37%	3,982	27%	174	55%	455	40%
Saskatchewan	1,078	10%	4,349	33%	16	0%	500	32%
National Office	2,615	2%	1,888	3%	121	0%	95	14%
<b>Total</b>	<b>23,295</b>	<b>17%</b>	<b>45,312</b>	<b>22%</b>	<b>707</b>	<b>24%</b>	<b>5,704</b>	<b>28%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

**Table 3:** Quarterly Jordan’s Principle Compliance (April 1, 2024– September 30, 2024)

Fiscal year Quarter	Individual				Group			
	Urgent		Non-Urgent		Urgent		Non-Urgent	
	Requests	Compliance	Requests	Compliance	Requests	Compliance	Requests	Compliance
Q1	11,778	18%	26,559	20%	257	22%	2,849	33%
Q2	11,517	17%	18,753	24%	450	24%	2,855	23%
Q3	NA	NA	NA	NA	NA	NA	NA	NA
Q4	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>23,295</b>	<b>17%</b>	<b>45,312</b>	<b>22%</b>	<b>707</b>	<b>25%</b>	<b>5,704</b>	<b>25%</b>

Notes: 1) Includes requests where submitted on date and time information allows the compliance rate to be calculated. As a result, the number of requests included in the compliance report does not represent the total number of requests received and processed in the Region; 2) Data validation activities are ongoing. Reconciliation may result in slight changes to figures presented in previous reports; 3) Excludes requests with incomplete information (e.g. date and time); 4) NA indicates that there were no requests available to calculate the compliance rate, either because the region did not receive any requests for products, services, and supports or the compliance rate could not be calculated due to incomplete information; 5) For individual products, services, and supports, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group products, services, and supports, urgent requests must be evaluated and determined

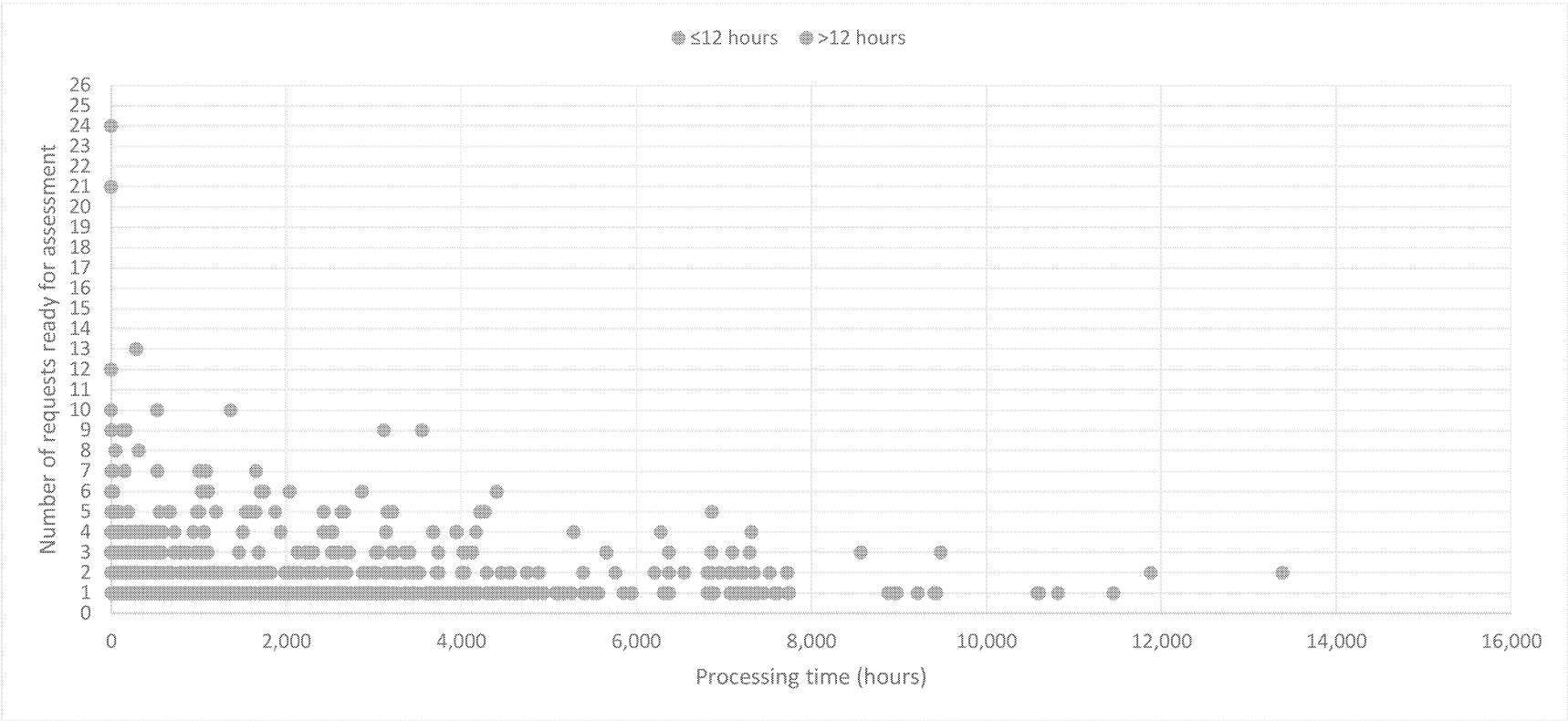


within 2 days and non-urgent requests within 7 days; 6) The number of requests ready for assessment at the National Office includes requests for products, services, and supports escalated by the Regions. As a result, the number of requests ready for assessment at the regional level does not represent the total number of requests processed by the Region.

**Methods:**

- Compliance evaluated using the time between last date of requestor submission and adjudication date.
- For individual requests, urgent requests must be evaluated and determined within 12 hours and non-urgent requests within 48 hours. For group requests, urgent requests must be evaluated and determined within 2 days and non-urgent requests within 7 days
- Compliance is only evaluated for original adjudications. Appeals and re-reviews of past decisions are excluded.

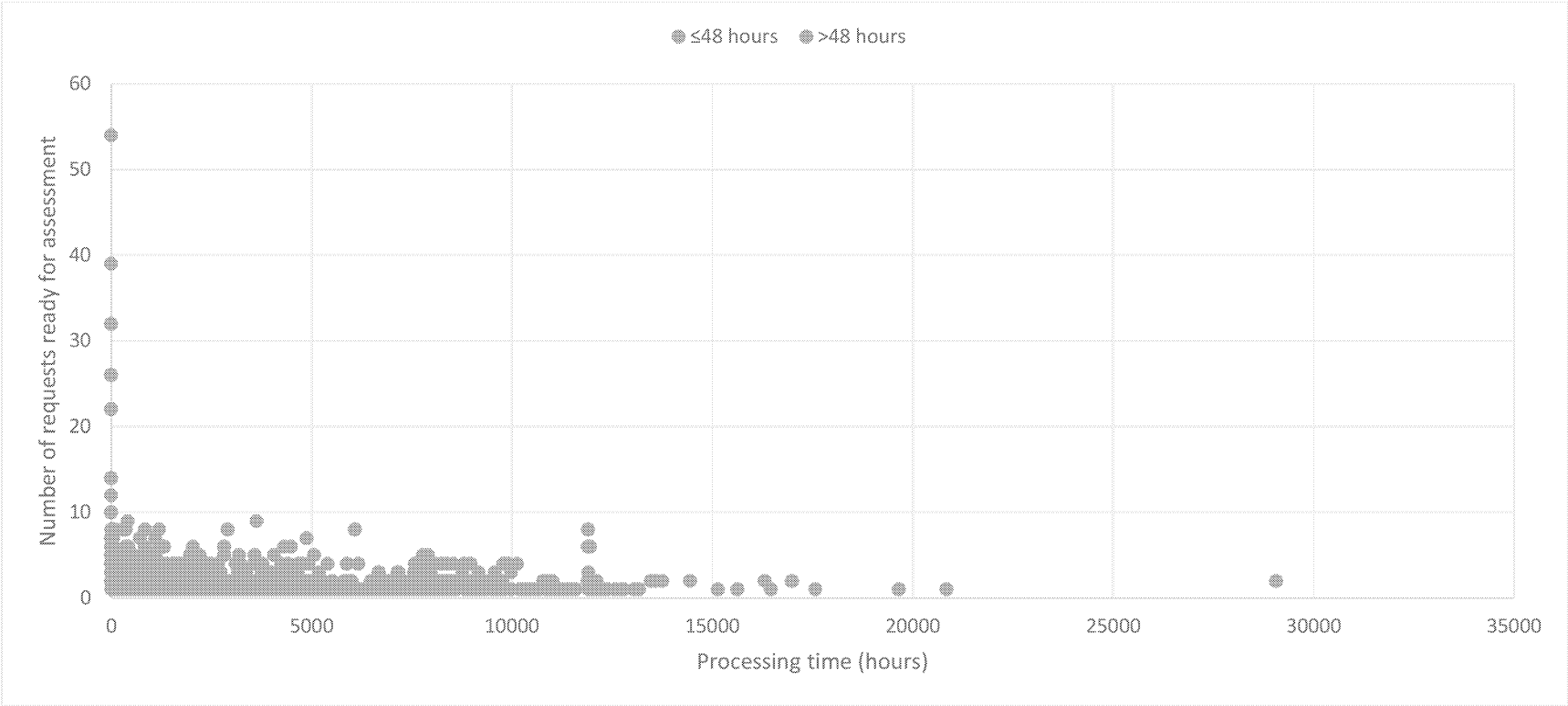
Figure 1: Processing time of urgent individual requests, September 2024



Processing time of urgent individual requests (hours)	Number of requests	(%)
≤ 12 hours	555	16%
> 12 hours	2,969	84%
<b>Total</b>	<b>3,524</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

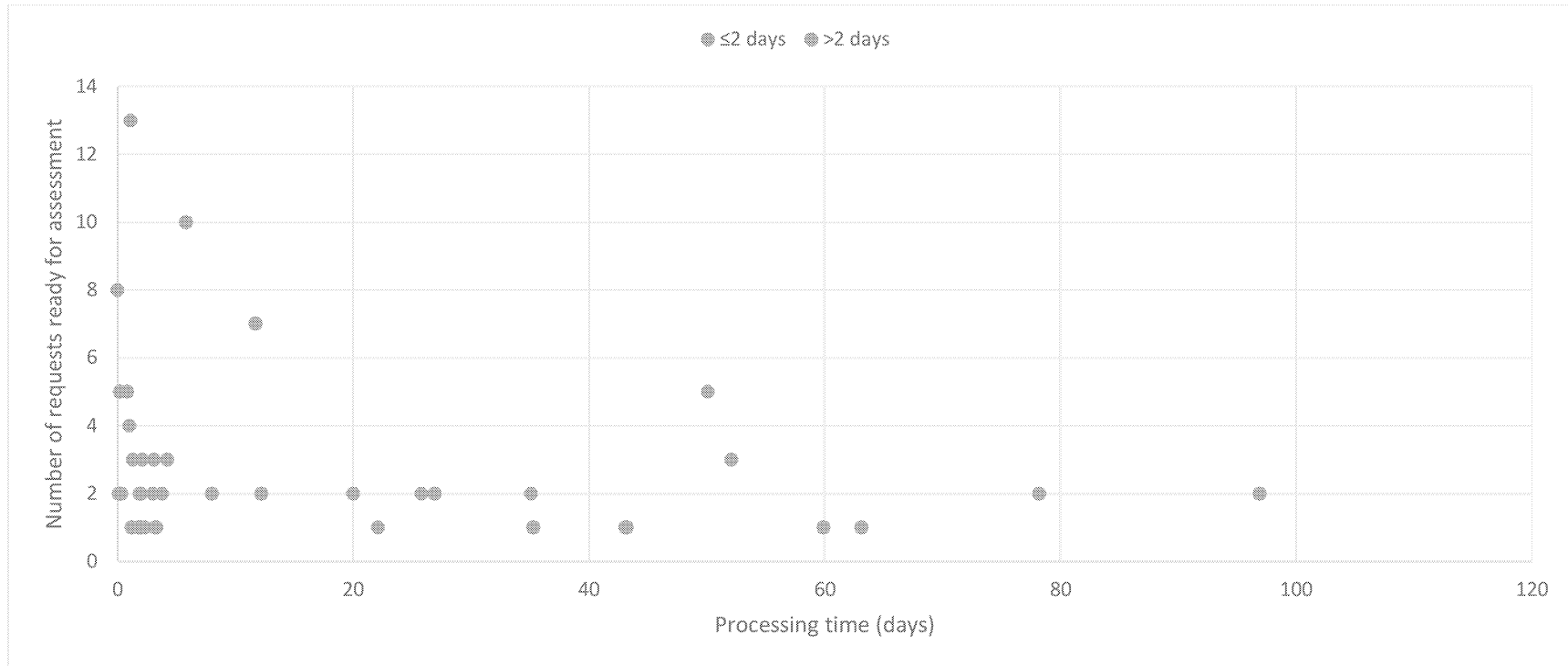
Figure 2: Processing time of non-urgent individual requests, September 2024



Processing time of non-urgent individual requests (hours)	Number of requests	(%)
≤ 48 hours	1,239	22%
> 48 hours	4,369	78%
Total	5,608	100%

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan’s Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

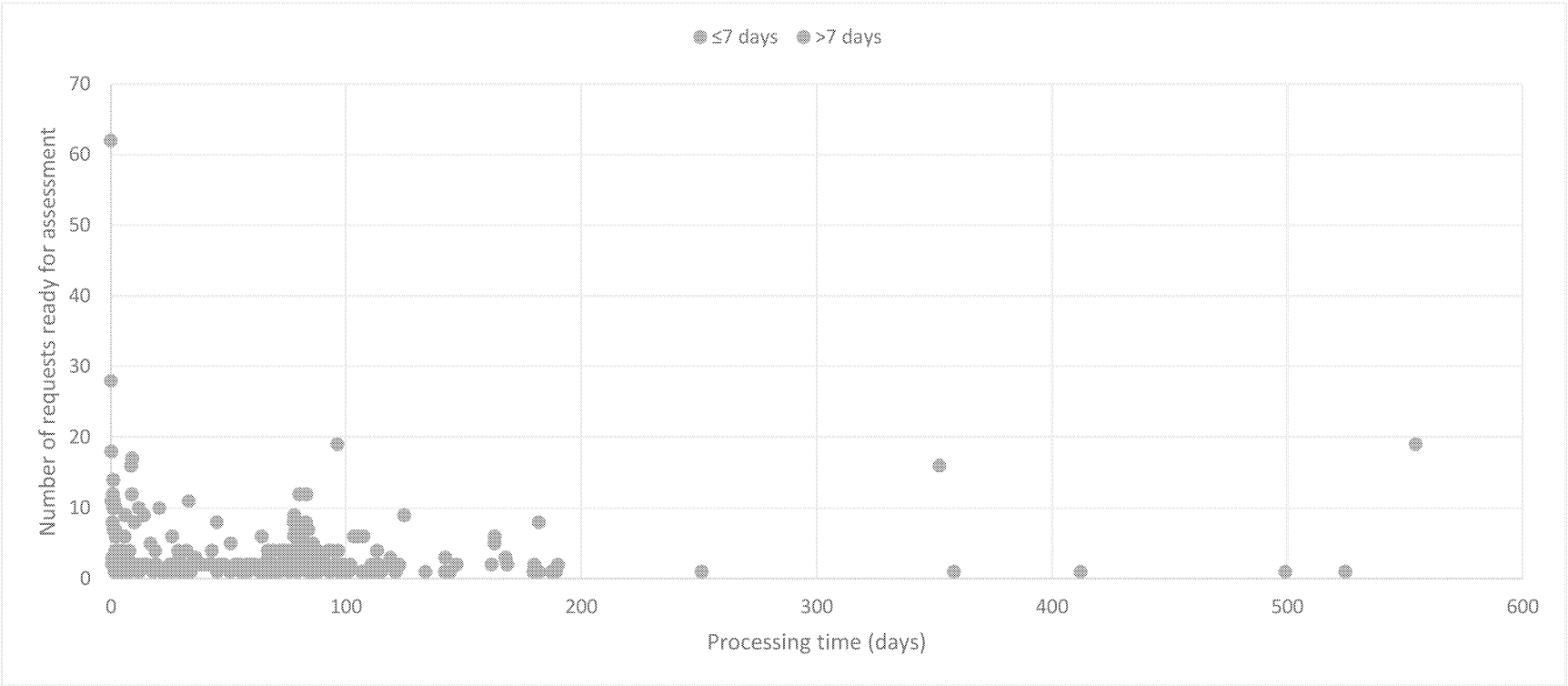
**Figure 3: Processing time of urgent group requests, September 2024**



Processing time of urgent group requests (days)	Number of requests	Percent (%)
≤ 2 days	47	42%
> 2 days	65	58%
<b>Total</b>	<b>112</b>	<b>100%</b>

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan's Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

Figure 4: Processing time of non-urgent group requests, September 2024



Processing time of non-urgent group requests (days)	Number of requests	Percent (%)
≤ 7 days	270	28%
> 7 days	689	72%
Total	959	100%

Notes: 1) Analyses are by requests for products, services, and supports; 2) Excludes requests for Inuit children as well as requests from Nunavut; 3) Excludes requests with incomplete information; 4) Based solely on requests collected through the Jordan’s Principle Case Management System and may not align with other analyses; and, 5) The axes for the figures are not the same across figures. Care should be taken when visually comparing figures.

October 15, 2024

**Jordan's Principle September 2024 Monthly Report**

Requests for products, services, and supports under Jordan's Principle can be submitted for review, determination and funding in two ways: either through individual requests or group requests. An individual request may be submitted by a parent or authorized representative for a single child or children from the same family and the requests are managed by ISC. A group request may be submitted by a community service coordination organization, for example, for a group of children seeking services; these requests are managed by partners through contribution agreements. Partners are funded by ISC and provide an estimated number of children requiring products, services, and supports in the submission. Following the end of the funding cycle, partners report on the actual number of children served and products, services, and supports provided.

Table 1 is the summary of the reach of approved products, services, and supports for First Nations children by region from July 1, 2016 to September 30, 2024. From July 1, 2016 to September 30, 2024, the Government of Canada approved 7,833,799 products, services, and supports for First Nations children. Between April 1 and September 30, 2024, 1,403,899 products, services, and supports were approved for First Nations children. This is a 1% increase compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to September 30, 2023) and represents approximately 50% of all approved products, services, and supports for Fiscal Year 2023-2024. Of the total number of products, services, and supports approved, 98,884 products, services, and supports were through individual requests and 1,305,015 were through group requests.

**Table 1:** Total Approved Products, Services, and Supports of Individual and Group requests, Jordan's Principle, July 1, 2016 - September 30, 2024

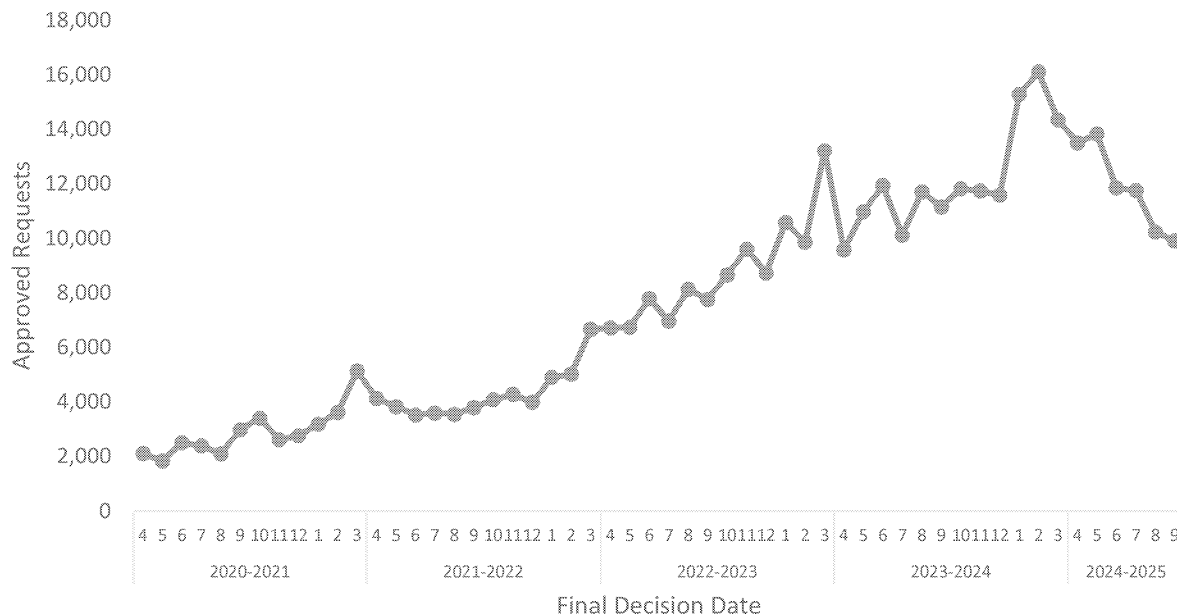
Region	Fiscal Year								Total (July 1, 2016 – September 30, 2024)
	2016-17 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – September 30, 2024)			
						Individual	Group	Total	
AB	45,004	33,592	49,057	120,728	224,257	9,405	48,008	57,413	530,051
ATL	25,505	10,032	20,553	67,144	56,477	10,652	8,209	18,861	198,572
BC	13,453	3,297	4,596	12,319	34,272	8,607	16,333	24,940	92,877
MB	265,050	44,094	69,605	167,435	177,289	26,982	353,137	380,119	1,103,592
NR	18,157	30,024	19,497	44,994	75,038	3,405	39,092	42,497	230,207
ON	314,763	146,902	347,947	1,060,490	1,673,021	23,092	566,029	589,121	4,132,244
QC	53,038	60,673	55,438	71,752	71,652	8,214	46,600	54,814	367,367
SK	53,761	76,729	47,661	245,845	518,759	8,527	227,607	236,134	1,178,889
Total	788,731	405,343	614,354	1,790,707	2,830,765	98,884	1,305,015	1,403,899	7,833,799

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) The number of products, services, and supports requested by partner organizations and communities in 2022-2023, reported above, may include a continuation of products, services, and supports that were previously requested and approved in prior fiscal years for multiple years; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

October 15, 2024

Figure 1 and table 2 represent the summary of approved requests for First Nations children. From April 1, 2018 to September 30, 2024, the Government of Canada approved 448,680 requests for First Nations children. Between April 1 and September 30, 2024, 71,124 requests were approved for First Nations children. This is a 9% increase compared to the same period in Fiscal Year 2023-2024 (April 1, 2023 to September 30, 2023) and represents approximately 49% of all requests for Fiscal Year 2023-2024. Of the total number of requests approved, 64,900 were individual requests and 6,224 were group requests.

**Figure 1: Approved Requests through Jordan's Principle, April 1, 2020 –September 30, 2024**



Notes: 1) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 2) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 6) Approved service coordination requests are not included in the report.

October 15, 2024

**Table 2: Approved Requests through Jordan's Principle, April 1, 2018 – September 30, 2024**

Region	Fiscal Year								Total (April 1, 2018 – September 30, 2024)
	2018-19 to 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – September 30, 2024)			
						Individual	Group	Total	
AB	2,358	2,891	5,160	11,327	15,222	5,170	460	5,630	42,588
ATL	8,332	4,535	5,846	10,788	18,908	7,857	626	8,483	56,892
BC	4,106	2,433	3,982	7,656	12,720	5,144	255	5,399	36,296
MB	4,286	7,168	12,859	24,352	30,523	18,974	1,198	20,172	99,360
NR	1,594	1,556	2,340	3,928	4,308	1,896	239	2,135	15,861
ON	10,529	6,274	8,619	23,495	36,425	14,926	2,296	17,222	102,564
QC	4,078	2,876	4,228	8,983	10,593	5,369	630	5,999	36,757
SK	5,051	6,922	8,333	14,270	17,702	5,564	520	6,084	58,362
Total	40,334	34,655	51,367	104,799	146,401	64,900	6,224	71,124	448,680

Notes: 1) The number of approved requests is unavailable prior to fiscal year 2018-19; 2) The number of approved requests by partner organizations and communities in 2022-2023, reported above, may include a continuation of requests previously approved in prior fiscal years for multiple years; 3) Retrospective data validation activities have resulted in some individual requests in 2020-21 and 2021-22 being reclassified as group requests and vice-versa. These changes were made in a consistent manner across regions; 4) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 5) Approved Inuit requests are not included in the report; 6) Community managed requests from Nunavut are not included for requests prior to fiscal year 2022-23; 7) Approved service coordination requests are not included in the report; 8) National Office (HQ) approvals are counted in the region where the request originated.

Tables 3 and 4 summarize the expenditures and hard commitments for Operations and Maintenance (O&M) and Contributions for Jordan's Principle.

From April 1, 2017 to September 30, 2024, a total of \$6.43B was expended and committed under Jordan's Principle. Of this total, \$689.96M was expended and committed for O&M, and \$5.74B was expended and committed for Contributions.

Between April 1 and September 30, 2024 \$1.60B was expended and committed under Jordan's Principle. Of this total, \$162.67M was expended and committed for O&M, and \$1.44B was expended and committed for Contributions.



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**Table 3:** Summary of Expenditures & Hard Commitments (in Millions) for O&M through Jordan's Principle for September 30, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for O&M								
	Fiscal Year								
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – September 30, 2024)		
							Actuals	Commitments (Hard)	Total
AB	2.81	1.61	1.32	1.96	2.39	3.15	1.29	-	1.29
AR	2.14	1.97	3.03	5.43	6.04	7.09	2.75	1.58	4.33
BC	1.05	5.48	3.76	5.07	8.74	16.10	7.79	4.41	12.20
MB	1.36	3.87	7.21	17.85	45.27	79.82	45.88	17.46	63.35
NR	1.32	3.26	4.31	4.16	6.54	10.79	6.54	0.84	7.39
ON	9.15	14.63	20.40	25.45	28.61	73.50	36.49	15.89	52.38
QC	2.15	2.46	3.84	9.01	13.49	13.71	10.21	0.08	10.29
SK	2.38	3.77	4.70	5.84	8.90	20.34	7.15	4.31	11.46
HQ	0.01	0.01	0.00	-	0.05	-	-	-	-
<b>Total</b>	<b>22.35</b>	<b>37.06</b>	<b>48.57</b>	<b>74.77</b>	<b>120.03</b>	<b>224.51</b>	<b>118.10</b>	<b>44.57</b>	<b>162.67</b>

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

**Table 4:** Summary of Expenditures & Hard Commitments (in Millions) for Contributions through Jordan's Principle for September 30, 2024

Region	Expenditures & Hard Commitments (\$ Millions) for Contributions								
	Fiscal Year								
	2017-18 to 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25 (April 1 – September 30, 2024)		
							Actuals	Commitments (Hard)	Total
AB	50.47	83.00	48.83	38.83	73.04	151.20	91.73	52.72	144.45
AR	36.04	38.46	30.49	31.48	56.57	67.75	48.77	7.20	55.96
BC	28.90	2.20	2.42	4.51	11.52	24.28	26.81	8.98	35.78
MB	134.78	120.77	126.31	127.82	189.09	389.77	318.18	133.39	451.56
NR	8.08	18.52	34.52	49.79	58.41	94.26	55.82	54.27	110.10
ON	185.15	162.12	167.02	194.17	316.58	466.81	294.73	130.25	424.98
QC	17.99	22.43	29.64	29.25	54.10	68.36	35.52	7.80	43.33
SK	50.24	52.61	49.67	55.99	65.71	165.41	162.03	10.37	172.40
HQ	5.28	2.96	1.84	0.44	-	0.92	0.88	-	0.88
<b>TOTAL</b>	<b>516.92</b>	<b>503.08</b>	<b>490.74</b>	<b>532.28</b>	<b>825.03</b>	<b>1,428.76</b>	<b>1,034.47</b>	<b>404.97</b>	<b>1,439.44</b>

**Notes:** 1) Service coordination funding is included in expenditures and commitments; 2) Child First Initiative expenditures and hard commitments are disaggregated from Jordan's Principle expenditures and hard commitments; 3) Values within the table are rounded and may not add up to the total.

October 15, 2024

## Supplementary Report to the Jordan's Principle September 2024 Monthly Report

### Key Messages

- This analysis presents information on approved products, services, and supports and their associated funding by province/territory between April 1 - September 30, 2024
- During this period, 1,403,899 products, services, and supports were approved for First Nations children.
  - 98,884 products, services, and supports were approved through individual requests.
  - 1,305,015 products, services, and supports were approved through group requests.
- The total approved funding amounts was \$1130.05M.

**Table:** Total Approved Products, Services, and Supports by Request Type and Associated Approved Funding, April 1 – September 30, 2024

Province/ Territory	September 2024				Cumulative (April 1 – September 30, 2024)			
	Products, Services, and Supports			Approved Funding (\$)	Products, Services, and Supports			Approved Funding (\$)
	Individual	Group	Total		Individual	Group	Total	
BC	1,196	3,371	4,567	3,804,100	8,642	16,333	24,975	23,671,131
AB	979	7,634	8,613	7,531,383	9,346	48,012	57,358	85,641,872
SK	972	49,806	50,778	42,430,155	8,652	227,611	236,263	130,628,742
MB	3,786	61,663	65,449	40,154,599	26,655	351,745	378,400	303,759,056
ON	3,248	8,439	11,687	31,462,346	23,390	567,419	590,809	319,892,120
QC	1,081	5,675	6,756	15,486,479	8,125	46,588	54,713	62,888,163
NB	504	388	892	4,557,083	3,521	1,544	5,065	18,616,743
NS	513	510	1,023	3,893,310	3,836	1,791	5,627	16,305,854
PE	29	132	161	303,342	232	1,375	1,607	3,728,410
NL	282	691	973	6,017,826	3,070	3,505	6,575	19,133,330
YT	119	290	409	2,597,417	963	20,578	21,541	80,298,093
NT	266	1,459	1,725	3,698,094	2,375	18,513	20,888	65,301,041
NU	8	0	8	36,482	31	0	31	78,874
Unknown	3	0	3	9,114	46	1	47	107,705
<b>Total</b>	<b>12,986</b>	<b>140,058</b>	<b>153,044</b>	<b>161,981,729</b>	<b>98,884</b>	<b>1,305,015</b>	<b>1,403,899</b>	<b>1,130,051,135</b>

Notes: 1) The products, services, and supports of a request is calculated based on the number of individuals the request is intended to serve. Where submissions contain multiple requests for a set number of individuals, products, services, and supports are calculated by multiplying the number of requests by the number of individuals. For example, a submission containing five requests for three children would be counted as 15 products, services, and supports; 2) The products, services, and supports in Community managed requests is an estimate provided by partner organizations and communities; 3) Limited to original adjudications. Appeals and re-reviews of past decisions are excluded; 4) Approved Inuit requests are not included in the report; 5) Approved service coordination requests are not included in the report; 6) National Office (HQ) approvals are counted in the region where the request originated; 7) The financial information included in this analysis is based solely on approved amounts captured in the Jordan's Principle Case Management System, and may not reflect actual expenditures and/or match coding from SAP; 8) Values for approved funding within the table are rounded and may not add up to the total.

**Pages 53 to / à 60**  
**are withheld pursuant to section**  
**sont retenues en vertu de l'article**

**23**

**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**

**Pages 61 to / à 70**  
**are withheld pursuant to sections**  
**sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**

Ministre des Services aux Autochtones et ministre  
responsable de l'Agence fédérale de développement  
économique pour le Nord de l'Ontario



Minister of Indigenous Services and Minister  
responsible for the Federal Economic  
Development Agency for Northern Ontario

Ottawa, Canada K1A 0H4

February 10, 2025

## **SEE DISTRIBUTION LIST**

Dear Colleague:

I write to provide an update on changes to operating procedures related to processing requests under Jordan's Principle, and to invite your officials to participate in discussions with respect to the implementation of Jordan's Principle.

The Government of Canada implemented Jordan's Principle in 2016, named after Jordan River Anderson from Norway House Cree Nation. It is based on the concept of substantive equality, which is a human rights principle that is intended to ensure that First Nation children do not experience gaps or delays in accessing government services nor denied government services because of their identity as First Nation children. It recognizes that to allow First Nation children to access substantively the same level of services as other children in Canada, First Nation children may need resources or supports that are not provided to others, within the context of an existing government service available to the general public.

Since 2016, requests through Jordan's Principle have grown at an extremely fast pace, most notably over the last few years. There were 614,350 requests approved in 2021-2022, compared to almost 3 million requests approved in 2023-2024, a 367 percent increase. That is why the Government of Canada is implementing new ways to process requests, expedite decision making, and address the increased demand.

In light of the increased volume, the Government of Canada has made changes to operating procedures to make sure requests align with the long-term sustainability of Jordan's Principle. These changes provide further clarity and consistency around the services available for First Nation children through Jordan's Principle, as well as the required documentation that is needed when processing requests. Please see the attached Jordan's Principle Operational Bulletin for details.

.../2

Canada

- 2 -

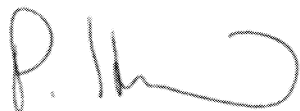
Although the federal government currently funds Jordan's Principle through a request-driven approach for all eligible First Nation children it is not intended to replace the core programming that falls under the responsibility of provincial and territorial governments. Provincial and territorial governments are responsible for providing direct services in areas such as health, education, and social support for all children, including those living off reserve. As Jordan's Principle continues to grow, it is increasingly important to coordinate efforts across jurisdictions to avoid service overlap, fill gaps, and improve overall service delivery.

While Jordan's Principle provides services and supports for First Nation children no matter where they live in Canada, that does not change that First Nation children are children. If they do not live on reserve, territorial or provincial governments have a responsibility to provide them with the same supports and services they provide any other child who resides off reserve. The fact that a child is First Nations does not mean they should receive less support and funding from their provincial or territorial government than a child with a different background.

Indigenous Services Canada is developing a jurisdiction-by-jurisdiction approach to share data on Jordan's Principle requests with provincial and territorial counterparts and First Nation partners to begin discussions to support improved service coordination within existing federal, provincial and/or territorial programs and services. To advance this effort, I would like to invite officials from your jurisdiction to meet with federal representatives to discuss this data and explore opportunities to work more closely in areas where provinces and territories hold the responsibility, and jurisdiction, to provide First Nation children with the same supports and services they provide to other children.

I remain committed to implementing Jordan's Principle and working with First Nation partners to ensure that First Nation children have equal access to the public services they need. In order to facilitate a meeting, I would ask your office to provide a designated contact to Julien Castonguay, Assistant Deputy Minister, at [julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca) and his office will arrange a meeting based on availability.

Yours sincerely,



The Honourable Patty Hajdu, P.C., M.P.

**Pages 73 to / à 84**  
**are withheld pursuant to section**  
**sont retenues en vertu de l'article**

**23**

**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**

Last updated:

Jordan's  
Principle

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# Jordan's Principle Operational Bulletin

February 28, 2025



Indigenous Services  
Canada

Services aux  
Autochtones Canada

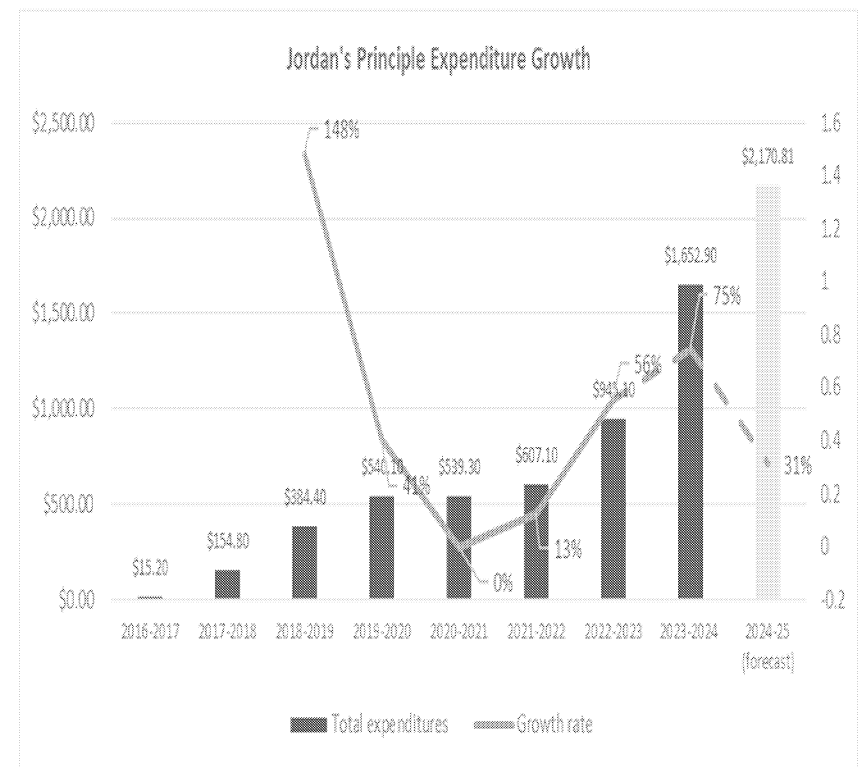
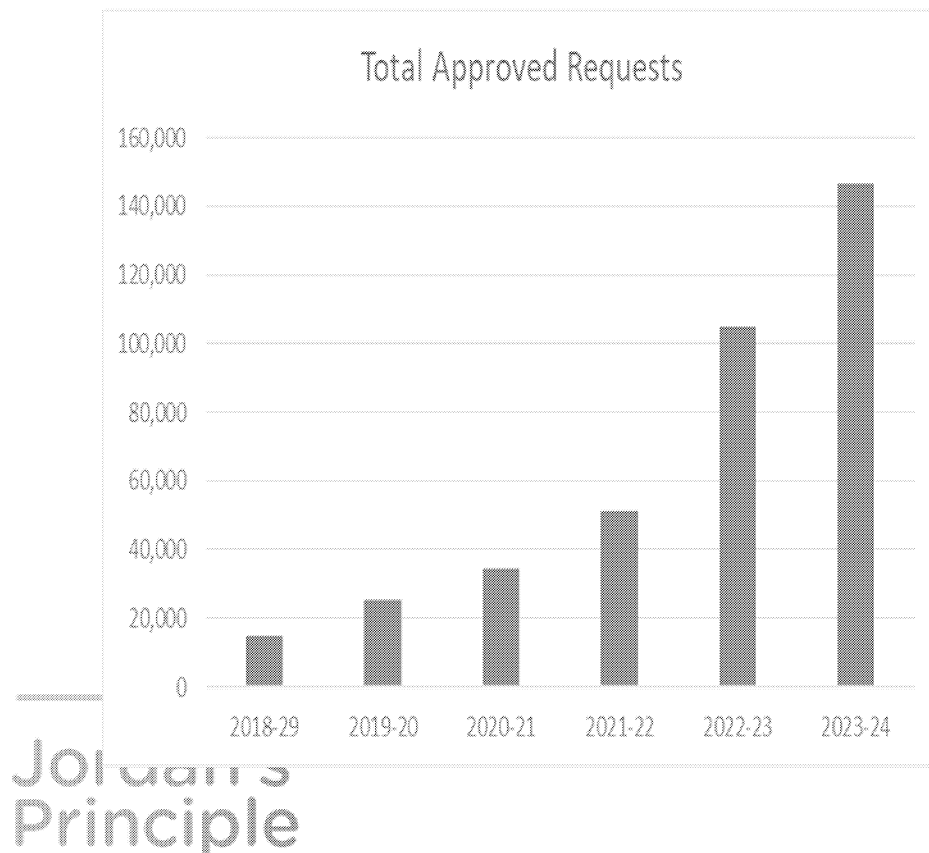
Canada

000085



# In recent years, the demand under Jordan's Principle for services and supports has grown substantially...

- Since 2016, nearly \$8.8 billion has been provided to meet the health, social, and education needs of First Nations children through Jordan's Principle.
  - This translates into the provision of more than 8.7 million products, services and support.
- There were 614,350 products, services, and supports approved in 2021-2022, compared to almost 3 million products, services, and supports approved in 2023-2024, a 367% increase.
  - The volume of requests has outpaced available resources and capacity, creating backlogs and delays.
- Forecasted expenditures for 2024-25 are tracking to reach over \$2.0 billion.



# The Initiative has seen a substantial expansion of scope in requested items...

- Prior to the announcement on February 10, 2025, the range of approved expenses has shifted from the initial trend of requests related to health and education, to socioeconomic supports like groceries, rent and recreational requests such as sports camp fees.
- Between April 1 to October 31, 2024, **the most approved requests** were for:



## #1 Economic Supports

31,845 requests (22%)



## #2 Medical Travel

28,325 requests (19%)



## #3 Education

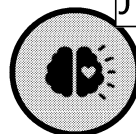
17,400 requests (12%)

- Between April 1 to October 31, 2024, **the most approved funds** were for:



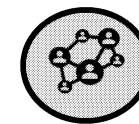
## #1 Education

\$392.6M (23%)



## #2 Mental Wellness

\$357.0M (21%)



## #3 Social

\$251.5M (15%)

JM1

### Slide 3

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JM0

This seems very targeted. Are we trying to make a point here?

Morse, Jennifer, 2025-03-03T19:03:03.976

JM1

What is the difference between these two sets of circles?

Morse, Jennifer, 2025-03-03T19:03:42.219

## Recent Operational Guidance announced by the Minister (February 10, 2025)

- Since it was first implemented in 2016, requests through Jordan's Principle have grown at an extremely fast pace, most notably in the last few years. There were 614,350 products, services, and supports approved in 2021-2022, compared to almost 3 million products, services, and supports approved in 2023-2024, a 367% increase.
- ~~In light of the increased volume,~~ The Government of Canada has made changes to Jordan's Principle operating procedures to ~~make sure requests align with~~ ensure the long-term sustainability of Jordan's Principle. These changes provide further clarity and consistency around the services available for First Nations children through Jordan's Principle, as well as the required documentation that is needed when processing requests. JM0
- New operational guidance was released on February 10, 2025, includes parameters around ineligible items (e.g., purchase, construction or structural renovations of homes, requests to support sporting events or training, international travel, non-medical supports such as childcare, clothing, furniture and vehicles and school-related requests), and direction on what should be considered an urgent request based on the CHRT's November 21<sup>st</sup>, 2024 interim definition. While ineligible, requests are still considered on a case-by-case basis and funding may be approved if the request relates to achieving substantive equality. JM1
- Under the new operating procedures, funding will no longer be approved for school-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial/territorial school boards, or other existing provincial/territorial and federally-funded programs. JM2
- Changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the CHRT

## Slide 4

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- JM0**      **Suggest to move to notes**  
Morse, Jennifer, 2025-03-03T19:15:01.988
- JM1**      **Suggest to move to notes**  
Morse, Jennifer, 2025-03-03T19:23:42.013
- JM2**      **Suggest to move to notes**  
Morse, Jennifer, 2025-03-03T19:24:44.802

## Information about Requests under the new operational direction...

- Funding for the following items will no longer be approved unless such funding is required by substantive equality:
  - Purchase, construction or structural renovations of homes;
  - Requests to support sporting events or elite/competitive sport related training.
  - International travel, unless it is related to an exceptional medical need of the First Nations child, applicants must contact their province of residence for support first.
  - Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles. All non-medical requests must be accompanied by a letter of support from a medical professional for consideration. The medical professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.
  - School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
  - Automatic administrative fees within requests, including salaries, service fees and overhead costs.

## Slide 5

---

JMO

Suggest to move this entire slide to the previous slide notes

Morse, Jennifer, 2025-03-03T19:26:15.995

## Under the new guidance, requests must show...

1. How the requested product, service, or support meets the distinct needs of the First Nations child; and
2. How the child either experienced gaps or delays in accessing government services or was denied an existing government service because of their identity as a First Nations child.

### Requests must include the following:

- A detailed **description of the child's needs**;
- A **letter of support** from a health or educational professional, Elder, or Knowledge Keeper within the child's circle of care demonstrating how the requested product, service, or support directly addresses the child's unmet needs;
  - Professionals should provide their recommendation from within their scope of practice.
  - Requests to extend services require an updated letter of support.
- A clear **cost breakdown**.

*Requests that have not been processed or received will be subject to these changes;  
Requests will be considered on a **case-by-case basis**.*



# Information for communities navigating the new guidance...

- ***Changes to the management of group requests:***
  - Funding should not be spent unless approved first;
  - Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement;
  - General addition of 10% for administrative fees are no longer applied;
  - Contribution agreement funding must adhere to standard financial management, accountability, and reporting practices;
  - Unspent funding at fiscal year end must be reported and will be assessed on a case-by-case basis;
  - New multi-year group requests are no longer approved;
  - Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.
- ***Information to include with group requests:***
  - List of children and parental/guardian consent;
  - Needs assessment explaining the shared needs of the children and how the requested activity or service will address those needs;
  - Supporting documentation from a health or educational professional, Elder, or Knowledge Keeper demonstrating how the requested product, service, or support directly addresses the children's unmet needs;
  - Annotated detailed budget with a cost breakdown; including any administrative fees, including salaries, service fees and overhead directly related to the provision of services;
  - Audited financial reports from the previous fiscal year must be received prior to approving additional funding

## What has **\*not\*** changed with the new guidance...

- Ensuring First Nations children have equal access to the publicly funded health, education, and social services they need.
- Eligibility of First Nations children under Jordan's Principle.
- Escalation process using the Case Management System, including previously established reasons for escalating a request.
- Ongoing support and training from National Headquarters to implement the new operational guidance.

## Provincial/Territorial Considerations...

- The Minister sent out a letter to provincial/territorial colleagues on February 10, 2025, sharing information about the operational changes and indicating that ISC is developing a jurisdiction-by-jurisdiction approach to share data and begin discussions to improve service coordination.
- Several PTs have reached out to arrange meetings, beginning this week and throughout March.
- The letter notes that Jordan's Principle is not intended to replace the core programming under the responsibility of PT governments.
- Initial discussions will focus on transferring requests for off-reserve school supports to PTs. This includes funding requests to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding.
- Decisions about respecting commitments for the current school year have not been confirmed.

## Frequently Asked Questions about the operational updates so far... (evergreen)

- Many questions have been received since the announcements went live, both from internal staff and external partners, as well as provinces and territories
- Questions from **external partners** have been themed around:
  - Policy & Procedural Transparency & Clarity: Access to information & operational documents; Clarity & consistency of new operational guidelines; Procedural fairness & retroactive application
  - Service Delivery & Funding Concerns: Impact on existing services & funding agreements; Scope of eligible services & supports; Administrative & financial requirements
  - Rights, Privacy & Tribunal Orders: Compliance with Tribunal Orders & Federal Court Rulings; Privacy & confidentiality of health information; Professional recognition & circle of care
- Questions from **internal staff** have been themed around:
  - Operational Guidance Clarity & Consistency: Inconsistencies and ambiguities in operational documents; Need for clear and standardized processes
  - Eligibility & Scope of Support: Defining eligibility criteria and scope of support; Specific categories of support requiring clarification
  - Administrative & Procedural Concerns: Administrative burden and operational efficiency; Communication and Stakeholder Management

## Next Steps

- Continuing to refine specifics- staff are developing an updated FAQ document based on your questions, please keep submitting them!
- Addressing outstanding questions about funding for current school year, and future year de-comittments.
- Training around implementing operational guidance, to expand decision-making powers in regional office as a means to expedite processing of requests.
- JPOC met once to discuss changes; next scheduled meeting is in April, but ad hoc meetings can be arranged as required
- Meetings with PTs to discuss how to improve service coordination

**Quilty, Jamie Lee**

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, February 11, 2025 4:55 PM  
**To:** Castonguay, Julien  
**Subject:** DRAFT RESPONSE FW: Upcoming JPOC Meetings  
**Attachments:** DRAFT September 24 JPOC ROD.docx

Hi Julien,

As promised, please see below draft response to [REDACTED] regarding JPOC.

Please let me know if you agree, so I can send it asap.

[REDACTED] sent an email today regarding JPOC meetings and a discussion about on the Jordan's Principle

Operational bulletin and its rationale behind the operational changes.

Thanks,

Liliana

-----

Hello [REDACTED]

We can confirm that draft dates were not previously communicated to JPOC members. Below is a new set of proposed dates to resume JPOC meetings. Please let us know if any dates do not work for the [REDACTED] and once confirmed we will send out to JPOC members.

Tuesday, March 18, 2025

Tuesday, April 29, 2025

Tuesday, June 10, 2025

Tuesday, July 22, 2025

Tuesday, Sept 9, 2025

Tuesday, Oct 21, 2025

Tuesday, Dec 2, 2025

Attached you will find the draft ROD for your review/edits.

Happy to connect for next steps, including draft agenda.

Thank you and I look forward to hearing from you,

Liliana

---

**From:** [REDACTED]  
**Sent:** Tuesday, January 28, 2025 11:49 AM  
**To:** Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>  
**Cc:** [REDACTED] Secretariat Commun\_PrincipedeJordan /  
Jordans Principle\_Common Secretariat <secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca>  
**Subject:** FW: Upcoming JPOC Meetings

Good morning Liliana,

Following up on Brittany's email below, can ISC please confirm if the attached schedule of proposed JPOC meetings was sent out to members? We noted that the late 2024 dates were postponed by ISC, but anticipated that we would have received a new proposed date for that meeting and to date have not received this. I noted too that the schedulers for the proposed dates in the attached conversation have not been sent to members. Further, are there records of decision available from the last meeting in September? We have received a request from a member for these.

Thank you,

**From:** Brittany Mathews <[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)>

**Sent:** Monday, 27 January, 2025 5:28 PM

**To:** Gutierrez, Liliana <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Jessica Quinn <[JQuinn@afn.ca](mailto:JQuinn@afn.ca)>

**Cc:** Jessica Raby <[jraby@fncaringsociety.com](mailto:jraby@fncaringsociety.com)>; Zachariah General · [REDACTED] 'Emily King'

[REDACTED] Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>; Cindy Blackstock <[cblackst@fncaringsociety.com](mailto:cblackst@fncaringsociety.com)>

**Subject:** Upcoming JPOC Meetings

Good day Liliana and Jessica,

I am emailing to confirm the scheduling of upcoming JPOC meetings, given that the last JPOC was on September 24, 2024. The Caring Society has been increasingly hearing about changes in ISC's escalations protocols and other operational matters from First Nations. It would be helpful for JPOC members to have insight into these operational matters and provide guidance/input per the JPOC Terms of Reference.

The Caring Society also requests that Jess Raby, copied here, be added to the JPOC communication list.

Thank you,

**Brittany Mathews** (*she/her*)

Director of Reconciliation and Policy

First Nations Child & Family Caring Society

[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)

613-230-5885

[fncaringsociety.com](http://fncaringsociety.com) Facebook: @caringsociety

Twitter: @caringsociety Instagram: @spiritbearandfriends

JORDAN’S PRINCIPLE OPERATIONS COMMITTEE CONFERENCE CALL  
September 24, 2024

DRAFT RECORD OF DECISION

AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
Welcome and Introductions - Co-Chairs	<p><u>Liliana Gutierrez (ISC) &amp; Lauren Doxtater (AFN)</u></p> <p>Elder Grandmother Irene Compton opened the meeting with a prayer.</p> <p>Lauren Doxtater introduced AFN’s new Director of Social Development, Yeyatakenhas Doxtator.</p>	
Committee Business – Liliana Gutierrez		
Record of Decision and Action items	<p><u>Record of Decision:</u></p> <ul style="list-style-type: none"><li>The Record of Decision from the July 16 meeting has not yet been approved. It will be circulated in the coming days, and any corrections/omissions can be sent to the Secretariat inbox for inclusion.</li></ul> <p><u>Action items:</u></p> <ol style="list-style-type: none"><li>Provide JPOC an update on surge supports, effectiveness and challenges:<ul style="list-style-type: none"><li><b>Ongoing:</b> surge teams are still supporting regions, and updates will follow</li></ul></li><li>Add Quebec model discussion to forward agenda:<ul style="list-style-type: none"><li><b>Complete:</b> added as part of today’s meeting agenda</li></ul></li><li>Share documentation on development of JPCMS, initiatives for improvements, and timelines,</li><li>Add Intelligent Capture discussion to forward agenda, and</li><li>Add standing agenda item on technological improvements:<ul style="list-style-type: none"><li><b>Ongoing:</b> Updates on technological improvements has been added to the forward agenda and could encompass all of these items. A package of documentation can be provided ahead of that discussion (<b>proposed for next meeting</b>)</li></ul></li><li>Share potential options for allocation of post-majority navigation supports for JPOC input AND</li><li>Look into data available for chronic conditions among requests to Jordan’s Principle:</li></ol>	<ol style="list-style-type: none"><li>Add technological improvements update to next agenda</li></ol>



AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
	<ul style="list-style-type: none"><li>○ <b>Ongoing:</b> Propose these for discussion topic at next meeting- the information can be sent ahead secretarially to support the discussion</li></ul> <p>8) Add Necessities of life to next meeting agenda:</p> <ul style="list-style-type: none"><li>○ <b>Complete:</b> added to this meeting</li></ul> <p>9) Extend JPOC meetings to 3 Hrs:</p> <ul style="list-style-type: none"><li>○ <b>Complete</b></li></ul> <p>10) Explore options for in-person conference:</p> <ul style="list-style-type: none"><li>○ <b>Ongoing:</b> Proposed for next meeting</li></ul> <p><b>Jennifer King (CS)</b> asked if the proposed agenda could be distributed for input to members ahead of time, as the forward agenda items were identified at the beginning of the year and members may want to prioritize different items.</p> <p><b>Liliana Gutierrez (ISC)</b> and <b>Lauren Doxtater (AFN)</b> agreed that ISC and AFN could develop the agenda together and seek input from members. Liliana mentioned that we would need to determine timelines for when that could occur.</p>	<p>2) Add discussion on options for allocation of post-majority navigation supports with supporting data on chronic conditions to next (or forward) agenda</p> <p>3) Share previously determined forward agenda items with members to determine priority items</p>

Agenda Items

Webpage survey findings and usability testing



UX - Jordan's Principle web feedb

- Kathleen McDonald from the Web Services team for ISC and CIRNA presented the findings from the webpage survey plans for usability testing.
- Jordan's Principle and Submit a request under Jordan's Principle are the second and third most visited ISC web pages, making Jordan's Principle–related tasks some of the most important on the ISC website
- In stakeholder interviews, ISC call center employees reported that callers are struggling to understand and get information from the web content, indicating an additional need to take a closer look at online feedback.
- Research was conducted, including over 300 user feedback comments from online survey pop-ups and the page feedback tool, as well as web analytics such as visitor demographics and behavior tracking.

AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
	<ul style="list-style-type: none"><li>Key highlights of the findings show that users want web content that provides comprehensive information on eligibility and the application process, lists contact information for their situation, and provides the ability to access forms on all devices and submit them electronically.</li><li>As a next step, the team will draft prototypes to address their findings and form a testing recruitment plan with hopes to test the prototypes with end users. After testing, findings can be brought back to JPOC for feedback on suggested revisions.</li><li>Initial recommendations include an audit of current information to ensure there are no redundancies or outdated content, and optimize page titles and content to present better in search results.</li></ul> <p>Q&amp;As:</p> <p>[REDACTED] There seems to be a lot of frustration about the timelines. What are the timelines, and what can we do in the meantime? What quick fixes can we find? We should share the prototypes and a plan for recruiting users. It's important to talk with the end users and make sure any changes we make will actually solve the problems.</p> <ul style="list-style-type: none"><li><b>Kate McDonald (ISC):</b> We want to test with users. Right now, we're working on cutting down and reviewing the content to remove anything that's not needed. We're doing this while we prepare for the user launch.</li></ul> <p>[REDACTED] Validated a lot of comments our First Nations have had regarding the website. It's just a long webpage of information; it's hard and not accessible for a layperson to navigate, making it difficult and frustrating. Do we have any statistics on how many users went to specific forms from the forms page? Any stats on how many people click on forms?</p> <ul style="list-style-type: none"><li><b>Kate McDonald (ISC):</b> We can tell if it was clicked, but we can't determine what users have done afterward. We're exploring other ways to track outside of gc.ca. The heatmap [from the presentation] shows lots of people did find it, but there are still many others commenting that they could not. We can look at conversion points, drop-off points, and the expected path, but they're dropping off along the way.</li></ul> <p>[REDACTED] (to Liliana) They're going to bring recommendations back to JPOC, where is the recommendation going? To one of the other CHRT tables? It's unclear where JPOC recommendations go and who acts on them.</p> <ul style="list-style-type: none"><li><b>Liliana Gutierrez (ISC):</b> We're taking that note, are the recommendations about the website layout? Is that what you mean?</li></ul> <p>[REDACTED] In Kate's presentation, they mentioned bringing their recommendations to JPOC. Most of us would say yes to improving the website. This is a recommendation; who will approve that recommendation?</p> <ul style="list-style-type: none"><li><b>Liliana Gutierrez (ISC)</b> replied that we would confirm that and determine next steps.</li><li><b>Brittany Mathews (CS):</b> One of the major concerns we've heard is regarding forms- are you going to look at more automated processes so that requestors can submit forms directly to ISC? This would alleviate intake difficulties.</li></ul>	

<p>and check in to ensure that outdated content gets removed as soon as it becomes outdated, trimming as new content is added.</p> <ul style="list-style-type: none"> <li>• <b>Liliana Gutierrez (ISC)</b> agreed it would be helpful to regularly review the webpage.</li> <li>• [REDACTED] Before group request applications go on the webpage, we need to discuss best practices regarding group requests, as we are seeing school boards accessing Jordan's Principle as an opportunity to offset operational costs. We need to ensure that First Nations group requests are made on behalf of their children.</li> </ul>	<p>6) Plan for discussion on best practices</p>
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AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
	<ul style="list-style-type: none"><li>• <b>Liliana Gutierrez (ISC):</b> We should have that conversation—agreed. We will add that as part of our forward agenda.</li></ul>	for group requests
<b>Data trends – necessities of life requests</b>	<p><b>Minh Vuong (ISC)</b> presented data trends on requests for necessities of life.</p> <ul style="list-style-type: none"><li>• Basic needs and food security are defined under Jordan's Principle as any demand in the following categories: groceries and personal care, household goods and accessories, rent, utilities, food programs, infant formula and nutritional supplements.</li><li>• Requests for basic needs/food security have increased since Q3 2021-22. In 2022-23, these claims accounted for 17% of all claims, and continued to rise to 27% in Q3 2023-24.</li><li>• In Q3 2022-23, the main categories (tier 3) were related to the necessities of life or food security:<ul style="list-style-type: none"><li>○ Grocery (20% or 3,668 requests)</li><li>○ Clothing, footwear and accessories (17% or 3,069 requests)</li><li>○ Infant formula (15% or 2,710 requests)</li><li>○ Furniture (13% or 2,377 requests)</li><li>○ Rent (10% or 1,883 requests).</li></ul></li><li>• In FY 2022-23,<ul style="list-style-type: none"><li>○ around 5% (\$51 million) of approved funding was associated with basic needs relating to food security. This figure rose to 8% or (\$95 million) of all funding in Q1-3 2023-24.</li><li>○ the region with the highest approved funds related to necessities of life was Ontario Region (39% of all approved funds for necessities of life, or \$12.94M).</li><li>○ the region with the highest number of approved requests related to necessities of life was Saskatchewan Region (22% or 1,557 approved requests).</li><li>○ the region with the highest proportion of approved requests related to food security was Northern Region (15%).</li><li>○ the region with the highest approved funds related to food security was Alberta Region (25% of all approved funds for food security, or \$6.61M).</li></ul></li><li>• Approval rates for necessities of life requests have increased over FY 2022-23 to Q3 FY 2023-24.</li><li>• In FY 2022-23, the necessities of life tier 3 categories with the highest denial rates were:<ul style="list-style-type: none"><li>○ Down payment (67%)</li><li>○ Property taxes (56%)</li><li>○ Telecommunications (49%)</li></ul></li><li>• In FY 2022-23, the necessities of life tier 3 categories with the highest number of denied requests were:<ul style="list-style-type: none"><li>○ Rent (293 requests)</li><li>○ Furniture (287 requests)</li><li>○ Groceries (280 requests)</li></ul></li></ul>	

AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
	<p><b>Questions/Comments:</b></p> <ul style="list-style-type: none"><li>• <b>Jennifer King (CS):</b> Are you saying there is an increasing number of requests associated with necessities of life, but not necessarily the value?</li><li>• <b>Minh Vuong (ISC):</b> There are lots of small requests. For example, food might be \$200, but mental health support could be much more.</li><li>• <b>Jennifer Kinh (CS):</b> You mentioned NIHB- What is the process within ISC to go to NIHB and say we are getting a lot of requests? We hear a lot about the cost of Jordan’s Principle.</li><li>• <b>Liliana Gutierrez (ISC):</b> We take care of that; there are no other actions. We pay for it.</li><li>• <b>Jennifer King (CS):</b> There are other departments getting a pass on their funding.</li><li>• <b>Liliana Gutierrez (ISC):</b> This is one of the items we are looking at solutions for.</li><li>• <b>Jennifer King (CS):</b> We don’t want people to be redirected. Will they offset the costs?</li></ul> <p>Further to Jennifer’s point, we keep hearing that individuals are not accessing NIHB or community programs. It’s clear why—it’s easier to go through Jordan’s Principle. For instance, with baby formula, you need a prescription, which creates an administrative barrier if you need your physician to fill out a form. Questions on the requests: how many are individual vs. group requests? The numbers seem high. Are communities and organizations seeking food banks? What about early years programs? I’m interested to know if these requests are being made, and we need to compare on and off reserve. I don’t think we’re seeing policy changes for other programs; we need to have that conversation for long-term reforms.</p> <ul style="list-style-type: none"><li>• <b>Minh Vuong (ISC):</b> Regarding group vs. individual requests, 90% of the data is for individual requests. I know a few regions have started working with communications and partners to move into a group model to ease the administrative burden. As for on/off reserve, we can provide that information in the future—best guess is that most are off reserve. Using data for policy—let’s leave that to Liliana.</li><li>• <b>Liliana Gutierrez (ISC):</b> We are sharing the data with ISC colleagues in different sectors to assess needs and inform any future work at the programmatic level, and to think about what they can offer through their programs (education, etc.). The deep-dive is being presented to management tables in other sectors, and those that data and those discussions help us with future changes at ISC. The deep-dive is one of the most popular presentations at ISC.</li></ul> <p>I would be interested to hear if there is any intel on why the majority of these requests are coming from off reserve. Many other programs are designed on-reserve- is the funding not enough for off-reserve? I would encourage colleagues on the call to share these findings with colleagues in other programs.</p>	

AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
	<ul style="list-style-type: none"><li>• <b>Mary-lou Sanderson (ISC):</b> In Saskatchewan, we work collaboratively with NIHB. If NIHB suport we try to go through the referral process as long as it doesn't impede the request, and they come back to us if they have something they cannot support. We have a collaborative process to best support the requestor.</li></ul> <p> (For future presentations on data) Requests are becoming more complicated, with more items in each request. How do we separate and identify those requests and put them into this format? We need to track and separate all of that with data. When looking at these requests, how many are urgent vs. non-urgent? If people are in crisis, 15-20% are flagged as urgent, covering rent, groceries, and utility bills. For future conversations, we need to distinguish between urgent and non-urgent requests and find a proper way to track both.</p> <ul style="list-style-type: none"><li>○ <b>(IN CHAT)</b> Building on comments, it would also be helpful to know how long from submission to a decision. Particularly for urgent requests, we know that some of these requests are being submitted are extremely time sensitive (e.g., rent being due or risking homelessness).</li><li>○ <b>(IN CHAT)</b> Infant formula is Limited Use under NIHB which has frequency and quantity imitations plus criteria in order to be eligible.</li></ul> <ul style="list-style-type: none"><li>• <b>Minh Vuong (ISC):</b> We do track urgent and non-urgent requests for these categories. There's been an increase in urgent requests for necessities of life, which may indicate potential administrative issues. As for how we count requests—when a submission comes in,we create a "case" with individual items.</li><li>• For long-term services and support, we need to know what NIHB covers. Are we just taking from Peter to cover Paul? We have treaties—are those slowly being eroded to be covered by Jordan's Principle? We need to ensure that NIHB complements Jordan's Principle.</li><li>• <b>Liliana Gutierrez (ISC):</b> NIHB has navigators that can provide support. If there's anything else, please let us know so we can ensure community members have the necessary supports. We're happy to help connect with NIHB programs.</li><li>• <b>Jennifer King (CS):</b> Is it possible to break down the data by on- and off-reserve? Looking back to IFSD, do we have any thoughts on the underlying reasons? How can we gather that information in a dignified way?</li><li>• <b>Minh Vuong (ISC):</b> That's our largest blind spot—understanding what is driving the requests. We'll need to look at IFSD's next report.</li></ul>	<p>7) Provide necessities of life data by on &amp; off reserve</p>
Quebec Regional Model	spoke about the implementation model for Jordan's Principle in Quebec.	8) Share slides from presentation



AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
s.19(1)	<ul style="list-style-type: none"><li>• Biggest difference is there are service coordinators everywhere. We connect with friendship centers, hire and train a coordinator, and as part of that training ensure they have access to other programs at ISC.</li><li>• ISC QC has several internal programs, with liaison officers working directly with communities on health program planning. We contact Liaison – when we receive group requests – to better understand the needs of the community in question, the lack of funding for the specific services and responding to gaps or crises through activated tables</li></ul> <p><b>Key roles and responsibilities of the Jordan’s Principle coordinators in the communities and Friendship centres:</b></p> <ul style="list-style-type: none"><li>• Improve client awareness and knowledge of existing services and supports</li><li>• Validate available services with existing programs</li><li>• Help families navigate the system and complete applications</li><li>• Coordinate access to services</li><li>• Follow up with providers, families or the Band Council (if applicable) for bill payments</li><li>• Data collection, client record keeping and reporting</li><li>• Work in collaboration with the Jordan’s Principle regional team at Indigenous Services Canada.</li></ul> <p><b>Regional payment process model</b></p> <ul style="list-style-type: none"><li>• All requests from communities and Friendship centres are paid through their contribution agreement. 4 Senior Program Officers track approved cases in the system and ensure that communities have sufficient funds in their contribution agreement. They work in collaboration with health/finance director in communities.</li><li>• Invoices are received via the regional generic inbox.</li><li>• Approximately 30% of total requests are paid through our O&amp;M.</li><li>• 3 full time employees receive and process payments</li><li>• The Invoice team maintains contact with suppliers and clients with regard to missing information in order to complete the process.</li></ul> <p><b><u>Questions/Comments:</u></b></p> <p>Can you expand on how the QC region and First Nations came together to establish this model? I'm interested in how you involved friendship centers, as we don't see that here.</p> <p>• <b>Tania Bergamin (ISC):</b> My predecessor was the architect of the model , she received a mandate and reached out to the FNQLHSSC (the health commission for all First Nations in QC). They decided that service coordinators were needed in every community and others visited all First Nations and found that using health centers made it easier for coordinators to access all other programs. Coordinators can check registration status; if a child isn't registered, they can only access Jordan’s Principle at that time. This helps close the gap with service coordinators. The same process was applied to friendship centers, as ISC QC had always worked with them, making it a</p>	



AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
	<p>natural extension to emulate the model in those communities. QC collaborates closely with frontline staff who understand community needs, allowing for more autonomy.</p> <p>It's great to see how collaboration is in the best interest of our people. Seeing Jordan's Principle delivered this way, I can envision how we can make an impact in Northern Ontario. If we come together, we can visualize ways to lift our children out of poverty. This is a remote reality—how do we achieve that? We need to adopt this method of delivery and choose someone to lead us to ensure we don't get left behind.</p> <ul style="list-style-type: none"> <li>• <b>Jennifer King (CS):</b> The model sounds successful and I see there is interest from the group. What happened in response to the letter [JPOC members were included on] from the commission about the increase in approval times and the decrease of staff in the QC region? The model sounds great.</li> <li>• <b>Liliana Gutierrez (ISC):</b> Across the country and in QC, backlogs are impacting the operational model nationally. We are looking at how to expedite processes in all regions; there is still work to do. We consider what we hear from the QC model, we consider other options and are continually working with partners. The volume is affecting our capacity to deliver. I cannot comment on the decrease in staff.</li> </ul> <p>Do you have a data system to track Jordan's Principle requests and funding? This would help identify if someone is "double dipping."</p> <ul style="list-style-type: none"> <li>• <b>Tania Bergamin:</b> As soon as we see that an ISC number is created, the request is attached to that number. The approval is sent to the coordinator, with the parent in the CC.</li> </ul> <p>If someone tried to go to ISC first, would the community be notified that the request has been paid?</p> <ul style="list-style-type: none"> <li>• <b>Tania Bergamin (ISC):</b> The letter states that funding will be paid through the contribution agreement, so if there is a dispute, it's possible they will go to ISC. There's a mechanism in place to pay the request while capturing the information in our database.</li> </ul> <p>We often recommend going through the coordinator or directly through ISC. The coordinator can have a full picture, and I've never seen double dipping occur.</p> <p>QC is exceeding other regions in terms of adjudication and payment process times- it appears having a service coordinator in the community negates the issue of waiting for someone to open the request.</p> <ul style="list-style-type: none"> <li>• <b>Tania Bergamin (ISC):</b> To track the queue, I don't have enough detailed information. We don't have intake queues and are up to date on requests- when a case comes in, a case number is assigned.</li> </ul> <p>Seeing that there is not an intake queue answers the question.</p> <p><b>Tania Bergamin (ISC):</b> To close, every region is unique. As Quebec has always had this approach with the communities, it was an extension of that. No model is perfect- but collaboration makes it easier.</p>	



AGENDA ITEM	DISCUSSION SUMMARY	ACTION ITEMS
Regional Roundtable	<p>I want to reiterate that our backlogs are getting worse, with almost 1,000 cases. [REDACTED] ISC is forcing capital requests to national. There's no access to HQ, and we receive no information from them. This leads to lateral violence; nobody calls back from ISC. Mental health issues are directly related to the backlogs. When we encourage families to call regional numbers for updates, and parents get approved on the spot, it makes service coordinators look like they're not doing their jobs. There are difficulties with letters of recommendation and early education in Nova Scotia; ISC is saying they are not good enough and not allowing circle of care assessments, forcing families to go back to healthcare providers, as there are no recommenders. Healthcare providers are pushing back. Also, We are hosting the Atlantic Jordan's Principle Gathering on November 5 and 6.</p> <ul style="list-style-type: none"><li>• <b>Liliana Gutierrez</b> (ISC): We are working with ISC Regions to address the backlog. These backlogs are symptoms of broader issues. I cannot expand on backlog discussions at this time, Canada's official positions have been submitted in the affidavits. We look forward to continuing to work with all of you to find solutions.</li><li>• <b>(IN CHAT)</b> [REDACTED] Can something be done about the letter issue immediately? Professional letters are not related to volume.</li></ul> <p>[REDACTED] Two weeks ago we gathered for the Jordan's Principle conference- we had 49 community navigators, coordinators, and regional councils. It was an enjoyable experience for frontline workers, equipping our people to implement Jordan's Principle to its full benefit. We know backlogs have caused significant issues; the biggest concern is the lack of response. What happens when there's no acknowledgment or auto-reply and children age out while waiting. If an application sits for longer than a year, do they have to reapply? How do they triage requests? It was an opportunity to hear from frontline workers in very remote communities. What are the standards when an application is received? We need to keep all documents and interactions with ISC documented, including all roadblocks encountered. We must assess the long-term impact. We also heard there was a precedent that was set for a huge amount of money allocated for a hockey tournament, yet there should also be standards for basic needs like food, school supplies, and travel for medical or vision needs.</p> <p>[REDACTED] There are two major points I want to share: our status does not stop at the border—eligibility extends beyond what is considered Canada. Unmet needs should not be restricted by the border. Also, regarding the registration process, CIRNA is asking for custody documents in order to process registrations. If those documents are not submitted, the process stops.</p>	
Closing Remarks	<p>This is the final meeting in the series- new dates will be determined soon and meeting invites will follow.</p> <p><i>Elder Grandmother Irene Compton closed the meeting with a prayer.</i></p>	



Participants:

	Brittany Mathews (Caring Society)
Tania Bergamin (ISC-QC)	Sean McKibbon (ISC)
Lacey Buck (ISC-HQ)	Meaghan Mirabelli (ISC-HQ)
	Jennifer Morse (ISC-HQ)
Grandmother Irene Compton	Sandra Musgrave (ISC-ATL)
	Cynthia Onyegbula (ISC-AB)
	Kate McDonald (ISC)
Michael Edmunds (ISC-HQ)	Grant Robinson (ISC-HQ)
	Vanessa Sabitova (ISC-BC)
Liliana Gutierrez (ISC – HQ)	Mary-Lou Sanderson (ISC-SK)
Jesse Hayes (ISC-ON)	Michael Self (ISC)
Catherine Kasper (ISC-ATL)	Lena Shah (ISC-HQ)
	Sarah Steeves (ISC-NR)
Jennifer King (CS)	
	Minh Vuong (ISC-HQ)



**Pages 112 to / à 164  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

Quilty, Jamie Lee

From:

Sent:

To:

Subject:

Follow Up Flag:

Flag Status:

Friday, February 14, 2025 1:08 PM

Berland, Frankie

[EXTERNAL] Re: [EXTERNAL] Important Operational Changes to Jordan's Principle

Follow up

Completed

Good morning Mr, Berland,

I have been asked to contact you for some clarification regarding the information you shared in your February 10th email and attachments.

On Page 2-3 of the February 10th Jordan's Principle Operational Bulletin it states: *"....ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality: .....School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs."*

Can you please provide clarity on the following:

1.

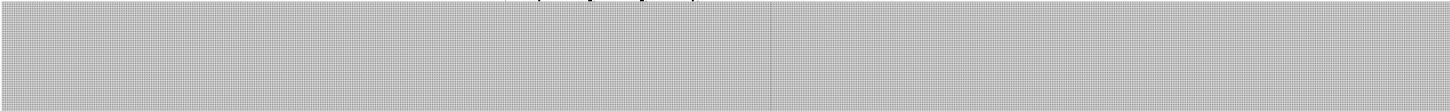
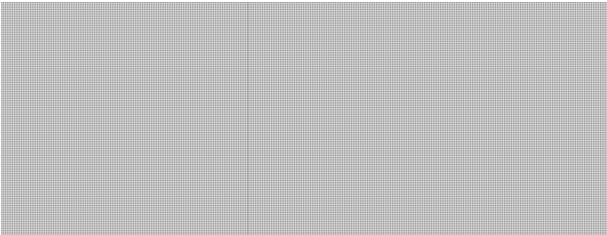
Am I correct in interpreting that this statement means that, even if school-related requests are linked to specific health, social, or education needs of a First Nations child, public school boards (such as outs) are no longer eligible to apply for Jordan's Principle?
2.

If this is the case, am I correct in assuming that given this bulletin and change in operational process is dated February 10, 2025, that this will apply to all submissions that are received by National following February 10th, and that any submissions that were made and are sitting with National for review prior to this operational change and announcement will follow-the previous operational processes? Our division currently has 2 submissions sitting at National, all of which qualified under the previous operational process prior to the February 10th change. I want to be clear on where those submissions stand.
3.

Should this new operation be applied retroactively to all of the applications submitted before this change on February 10th (including our 2 submissions sitting with National), how does this impact children who live on reserve, whose parents have initiated this process with the school, and who would now be told that they no longer qualify as their child is attending a public school rather than an on-reserve school?
4.

What communications will Jordan's Principle be issuing Nationwide to the parents (and primary drivers of submissions made by school boards), to explain the Federal Government's determination to change this support that they have requested of school divisions.

Thank you in advance for clarifying this information in a timely way in order for us to understand the great impact this will have on first nation children and youth who have clearly met the JP intention of substantive equality.



On Mon, Feb 10, 2025 at 1:10 PM Berland, Frankie <frankie.berland@sac-isc.gc.ca> wrote:

Dear Jordan’s Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan’s Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan’s Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region

First Nations and Inuit Health Branch

Indigenous Services Canada/Government of Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta

Direction générale de la santé des Premières nations et des Inuits

Services aux Autochtones Canada/Gouvernement du Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



Quilty, Jamie Lee

**From:** Turner, Tracey  
**Sent:** Thursday, March 6, 2025 9:54 AM  
**To:** UGE\_DGSPNI\_AT / IMU\_FNIHB\_AT  
**Cc:** Blair, Eric  
**Subject:** ATIP - FW: Jordan principle funding

**From:** Dumulon, Louis (il-he)  
**Sent:** Friday, November 1, 2024 4:18 PM  
**To:** [REDACTED]  
**Cc:** Musgrave, Sandra  
**Subject:** RE: Jordan principle funding

Hi again [REDACTED]

There is no budget issue in the region and I don't have the details nationally.

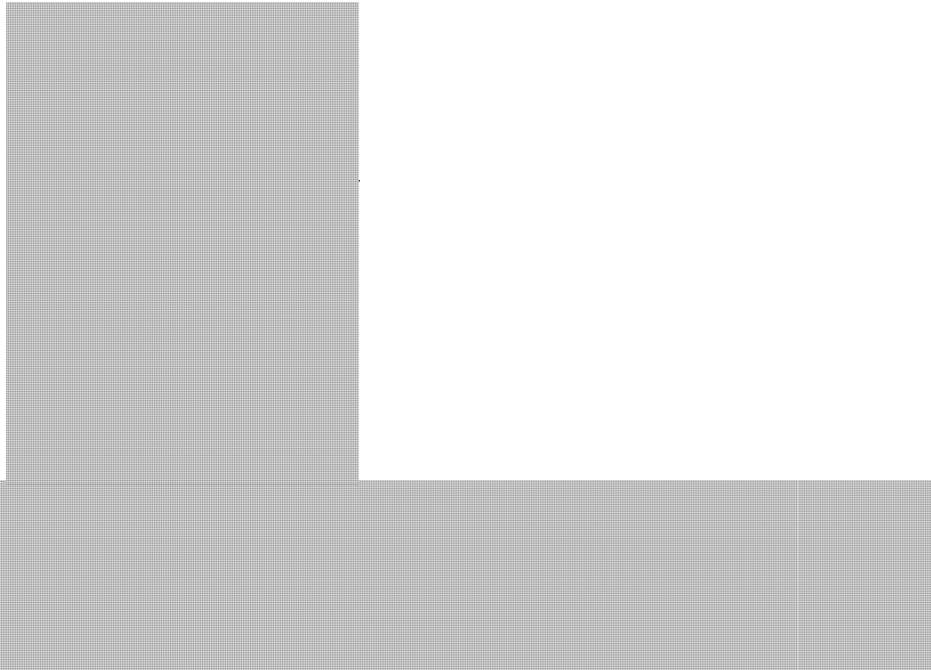
I agree that it is important to share the information as quickly as possible and we will make sure to inform everyone quickly when we have details.

Sorry for not having more to share at the moment,

Louis

**From:** [REDACTED]  
**Sent:** Friday, November 1, 2024 2:29 PM  
**To:** Dumulon, Louis (il-he) <Louis.Dumulon@sac-isc.gc.ca>  
**Cc:** Musgrave, Sandra <sandra.musgrave@sac-isc.gc.ca>  
**Subject:** RE: Jordan principle funding

Have the requests begun to exceed the available budgets regionally or nationally. As I understand it a backlog would impact people directly so it is important to know the numbers by province or community. Chiefs and communities need to know and understand the implications sooner than later. The worst indicator would be people going into care because the system fails again.



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**From:** Dumulon, Louis (il-he) <Louis.Dumulon@sac-isc.gc.ca>  
**Sent:** Friday, November 1, 2024 3:23 PM  
**To:** [REDACTED]  
**Cc:** Musgrave, Sandra <sandra.musgrave@sac-isc.gc.ca>  
**Subject:** RE: Jordan principle funding

Good afternoon, [REDACTED]

At this point we are awaiting written communication from our headquarters as to the specifics regarding any change in direction, we will make sure to share rapidly once it is available as well as assessing impact if any. We understand that you need this information to do proper planning and advocacy hence the communication is being developed on a ASAP basis. Regarding the delays, our back log continues to grow due to the continuously increasing demand. We are working as quickly as we can to try and adjudicate as much as possible. Staff are working overtime when they can.

Hope this helps for now. Thanks for your usual collaboration and patience,

Louis

---

**From** [REDACTED]  
**Sent:** Friday, November 1, 2024 1:48 PM  
**To:** Dumulon, Louis (il-he) <Louis.Dumulon@sac-isc.gc.ca>  
**Subject:** Jordan principle funding

Has the process changed for requests.  
Will this create a backlog and refusals of requests of various types.  
Also those requests not deal with may also force people into care of the province or child welfare agencies.  
What information do you have on these efforts and is this a cost saving measure.

Let me know.

[REDACTED]

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**Quilty, Jamie Lee**

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**From:** Turner, Tracey  
**Sent:** Thursday, March 6, 2025 9:43 AM  
**To:** UGE\_DGSPNI\_AT / IMU\_FNIHB\_AT  
**Cc:** Blair, Eric  
**Subject:** ATIP - FW: Re: Urgent Need for Action on Jordan's Principle Application Backlogs  
**Attachments:** MIN-A30502 Correspondence - The Confederacy of Mainland Mi'kmaq\_signed.pdf; MIN-A30502 - incoming.pdf

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**From:** Dumulon, Louis (il-he)  
**Sent:** Wednesday, December 11, 2024 10:35 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Urgent Need for Action on Jordan's Principle Application Backlogs

Dear [REDACTED]

Thank you for your letter dated November 21, 2024, to the Honourable Patty Hajdu, the Minister responsible for Indigenous Services Canada, regarding the current backlog for Jordan's Principle applications. I am responding on the Minister's behalf as this is a matter related to internal Indigenous Services Canada processes.

Minister Hajdu and I, along with our colleagues across Indigenous Services Canada (ISC) take the concerns of the [REDACTED] very seriously. We understand the impact that delays in adjudication can have on children and their families. I can assure you that we are committed to both the consistent and timely implementation of Jordan's Principle, as well as its long-term sustainability.

There are a variety of factors which contribute to extended response times. Requests are considered on a case-by-case basis to determine how the requested product, service, or support meets the distinct needs of each child. To be more consistent in how decisions are made under Jordan's Principle, some requests are being escalated to National Headquarters for review to ensure national equality. Any existing or previously approved request does not guarantee that a request for new funding will be renewed or approved.

While at a regional and national level we have implemented measures to address the backlog, it has not been enough to respond to the growing volume and changing nature of requests. As you may know, on November 21, 2024, the Canadian Human Rights Tribunal issued a summary ruling, with full reasons to follow, that speaks to the concerns you raised about the backlog and processing timelines. Canada is preparing its response and will share publicly as soon as it is available.

Thank you for sharing your concerns. We value our work together in implementing Jordan's Principle and honoring Jordan's legacy.

Sincerely,

**Louis Dumulon**  
Regional Executive – Atlantic Region  
Indigenous Services Canada / Government of Canada  
[louis.dumulon@canada.ca](mailto:louis.dumulon@canada.ca) | C: 613-818-8459



Directeur exécutif régional – Région de l'atlantique  
Services aux Autochtones Canada / Gouvernement du Canada  
[louis.dumulon@canada.ca](mailto:louis.dumulon@canada.ca) | C: 613-818-8459

N'hésitez pas à me répondre dans la langue officielle de votre choix.  
Please feel free to reply in the official language of your choice.

**Allié de l'Espace positif**  **Positive Space Ally**

*"N'hésitez pas à me répondre dans la langue officielle de votre choix. / Please feel free to reply in the official language of your choice."*

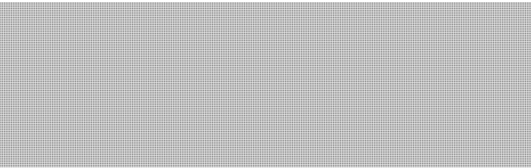


**« Je reconnais avec beaucoup d'humilité que je travaille et vis en territoire Algonquin. »**


**"I respectfully acknowledge that I live and work on the traditional territories of the Algonquin Peoples."**

Services aux  
Autochtones CanadaIndigenous Services  
CanadaCCME# MIN-A30502  
GCdocs#131609967

December 10, 2024

Dear **Re: Urgent Need for Action on Jordan's Principle Application Backlogs**

Thank you for your letter dated November 21, 2024, to the Honourable Patty Hajdu, the Minister responsible for Indigenous Services Canada, regarding the current backlog for Jordan's Principle applications. I am responding on the Minister's behalf as this is a matter related to internal Indigenous Services Canada processes.

Minister Hajdu and I, along with our colleagues across Indigenous Services Canada (ISC) take the concerns of the  very seriously. We understand the impact that delays in adjudication can have on children and their families. I can assure you that we are committed to both the consistent and timely implementation of Jordan's Principle, as well as its long-term sustainability.

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While at a regional and national level we have implemented measures to address the backlog, it has not been enough to respond to the growing volume and changing nature of requests. As you may know, on November 21, 2024, the Canadian Human Rights Tribunal issued a summary ruling, with full reasons to follow, that speaks to the concerns you raised about the backlog and processing timelines. Canada is preparing its response and will share publicly as soon as it is available.

Thank you for sharing your concerns. We value our work together in implementing Jordan's Principle and honoring Jordan's legacy.

Sincerely,



Louis Dumulon  
Regional Executive  
First Nations and Inuit Health Branch  
Indigenous Services Canada – Atlantic



## Lemoine, Benjamin

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**From:** [REDACTED]  
**Sent:** Thursday, November 21, 2024 2:42 PM  
**To:** patty.hajdu@parl.gc.ca; MinistreSA / MinisterIS  
**Cc:** [REDACTED]  
**Subject:** Urgent Need for Action on Jordan's Principle Application Backlogs Letter [REDACTED]  
**Attachments:** Letter re Urgency of Jordan's Principle Program [REDACTED].pdf  
**Importance:** High

Good afternoon.

Please find attached a letter to Honourable Minister Patty Hajdu from [REDACTED]  
[REDACTED]

If you have any questions or to discuss further, please reach out directly to [REDACTED]

Thank you.  
Susan Cook

[REDACTED]  
[REDACTED]  
Email: [REDACTED]  
[REDACTED]  
[REDACTED]

November 21, 2024

The Honourable Minister of Indigenous Services Canada  
Indigenous Services Canada  
10 Wellington Street  
Gatineau, QC  
K1A 0H4

Dear Minister Patty Hajdu:

**Re: Urgent Need for Action on Jordan's Principle Application Backlogs**

On behalf of [REDACTED] we are writing to express our profound concerns regarding the systemic delays and backlogs in the adjudication of Jordan's Principle applications. These delays are not only deeply harmful to First Nations children and communities but also constitute a direct violation of the orders issued by the Canadian Human Rights Tribunal (CHRT).

**Impact on First Nations Children and Communities**

The lengthy wait times and backlogged applications are jeopardizing the well-being of our children, families, and communities – some approvals taking over a year! Many children are being deprived of timely access to essential services, including educational supports, specialized therapies, and other critical resources. In some cases, these delays escalate the risk of child apprehension, as families struggle to meet their children's needs without the necessary supports. This outcome is entirely avoidable and stands in stark contradiction to the very principles of Jordan's Principle, which seeks to ensure equitable and timely access to services for First Nations children.

**Escalation of Non-Medically Urgent Applications**

The recent direction to escalate non-medically urgent income support applications to ISC Headquarters has exacerbated the problem. This unnecessary bottleneck further delays decision-making, detrimentally impacting families relying on timely access to supports. This practice is not only inefficient but also fails to respect the urgency and importance of providing equitable service delivery. This goes against the Back to Basics directives which are in place to support service provision without delays. The fact that this direction also applies to the current backlog is a further demonstration that ISC is not operating in our children's best interests.

.../1

*In unity there is strength and in strength there is power, justice and equality for all.*

## Violation of the CHRT Order

The CHRT has made it unequivocally clear that Canada must ensure timely adjudication of Jordan's Principle applications to avoid discrimination against First Nations children. The current delays and backlogs are a direct violation of this order, perpetuating systemic inequities and undermining trust in the government's commitment to reconciliation and the well-being of Indigenous communities.

## A Call for Decisive Action

To resolve these issues, we urge Indigenous Services Canada to immediately:

1. *Streamline Application Processes*: Eliminate unnecessary steps, including the escalation of non-urgent applications to ISC Headquarters.
2. *Delegate Adjudication Responsibility*: Empower Tribal Councils and First Nation communities to adjudicate Jordan's Principle applications directly. Our communities have the expertise and capacity to make culturally informed and timely decisions that prioritize the best interests of our children.
3. *Commit to Timelines*: Adhere to strict timelines for the adjudication of all applications, ensuring accountability for delays.
4. *Increase Resources*: Allocate additional staff and funding to address the existing backlog immediately.

Delays in the adjudication of Jordan's Principle applications are not just administrative failures—they are moral failings with profound impacts on the lives of First Nations children and families. The [REDACTED] call upon you and your Ministry to act swiftly and decisively to address these issues. Our children deserve no less than immediate and equitable access to the supports they need to thrive.

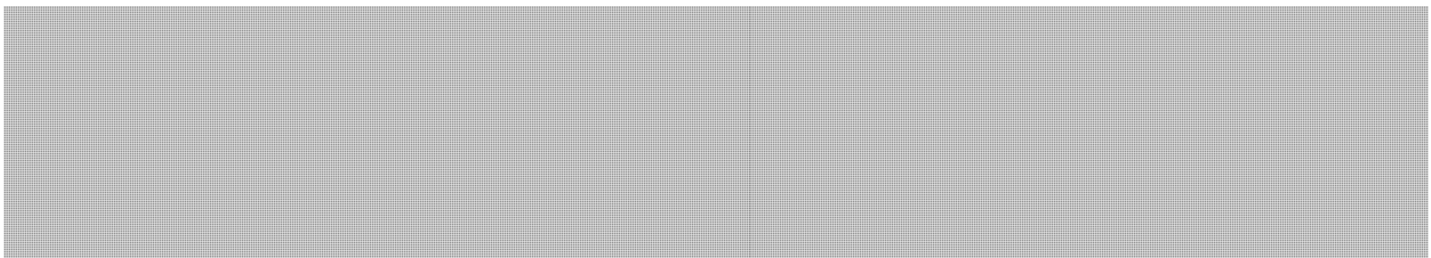
We are prepared to work collaboratively to find solutions that uphold the spirit and intent of Jordan's Principle. However, continued inaction will compel us to explore further measures to ensure accountability.

We await your response and look forward to a prompt resolution of these critical issues.

Sincerely,



Executive Director



## Quilty, Jamie Lee

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**From:** Turner, Tracey  
**Sent:** Thursday, March 6, 2025 10:10 AM  
**To:** UGE\_DGSPNI\_AT / IMU\_FNIHB\_AT  
**Cc:** Blair, Eric  
**Subject:** For ATIP - FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

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**From:** reo.rdp.fnihb.at / der.drp.dgspni.at  
**Sent:** Monday, February 10, 2025 2:40 PM  
**Cc:** MacDonald, Michael (he-il) ; Palansky, Michelle (she-elle) ; Kasper, Catherine ; Musgrave, Sandra  
**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

Dear Partner,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to Sandra Musgrave at 902-471-9579 [sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca).

She will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

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Chère partenaire,

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter Sandra Musgrave aux 902-471-9579 [sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca).

Elle se fera un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

## **Kelly Bower (she/her/elle)**

A/Regional Executive – Atlantic Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada / Government of Canada  
[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca) / Tel: 902-402-7825

Directrice exécutive régionale intérimaire - Région de l'atlantique  
Direction Générale de la Santé des Premières Nations et des Inuit  
Services aux Autochtones Canada / Gouvernement du Canada  
[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca) / Tel: 902-402-7825

## **Sandra Musgrave (she/her/elle)**

A/Regional Director of Programs – Atlantic Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada / Government of Canada  
[sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca) | Tel: 902-471-9579

Directrice régionale des programmes intérimaire - Région de l'atlantique  
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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers



# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to



## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

**Quilty, Jamie Lee**

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**From:** Turner, Tracey  
**Sent:** Thursday, March 6, 2025 9:49 AM  
**To:** UGE\_DGSPNI\_AT / IMU\_FNIHB\_AT  
**Cc:** Blair, Eric  
**Subject:** FW: Correspondance to Minister Hajdu  
**Attachments:** MIN-A30230 Correspondence [REDACTED].signed.pdf; MIN-A30230 - incoming.pdf

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**From:** Dumulon, Louis (il-he)  
**Sent:** Tuesday, November 26, 2024 12:30 PM  
**To:** [REDACTED]  
**Subject:** Correspondance to Minister Hajdu

Dear [REDACTED]

Minister Hajdu has asked that I reach out to you about your October 16, 2024 email (attached) regarding [REDACTED]  
[REDACTED]

The Government of Canada is committed to implementing Jordan's Principle as per the Canadian Human Rights Tribunal's rulings. While off-reserve education is a provincial jurisdiction, the Jordan's Principle team works closely with provincial institutions responsible for education to ensure that Indigenous children are supported in classrooms.

I understand that, in [REDACTED] works with each school to make allocation decisions on classroom resources. This includes allocation and resource planning for any funding that [REDACTED] receives, such as Jordan's Principle resources. I encourage you to continue to engage with provincial representatives and leadership within [REDACTED]  
[REDACTED]

Thank you again for your message,

**Louis Dumulon**

Regional Executive – Atlantic Region  
Indigenous Services Canada / Government of Canada  
[louis.dumulon@canada.ca](mailto:louis.dumulon@canada.ca) | C: 613-818-8459

Directeur exécutif régional – Région de l'atlantique  
Services aux Autochtones Canada / Gouvernement du Canada  
[louis.dumulon@canada.ca](mailto:louis.dumulon@canada.ca) | C: 613-818-8459

N'hésitez pas à me répondre dans la langue officielle de votre choix.  
Please feel free to reply in the official language of your choice.

**Allié de l'Espace positif  Positive Space Ally**

*"N'hésitez pas à me répondre dans la langue officielle de votre choix. / Please feel free to reply in the official language of your choice."*



**« Je reconnais avec beaucoup d’humilité que je travaille et vis en territoire Algonquin. »**

**“I respectfully acknowledge that I live and work on the traditional territories of the Algonquin Peoples.”**

Services aux  
Autochtones CanadaIndigenous Services  
CanadaCCME# MIN-A30230  
GCdocs#131155154

Dear [REDACTED]

Minister Hajdu has asked that I reach out to you about your October 16, 2024 email regarding your [REDACTED]

The Government of Canada is committed to implementing Jordan's Principle as per the Canadian Human Rights Tribunal's rulings. While off-reserve education is a provincial jurisdiction, the Jordan's Principle team works closely with provincial institutions responsible for education to ensure that Indigenous children are supported in classrooms.

I understand that, in [REDACTED] works with each school to make allocation decisions on classroom resources. This includes allocation and resource planning for any funding that [REDACTED] receives, such as Jordan's Principle resources. I encourage you to continue to engage with provincial representatives and leadership within [REDACTED] to discuss your children's needs.

Thank you again for your message,

Louis Dumulon  
Regional Executive  
First Nations and Inuit Health Branch  
Indigenous Services Canada – Atlantic

s.19(1)

**Lemoine, Benjamin**

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**From:** [REDACTED]  
**Sent:** Wednesday, October 16, 2024 4:19 PM  
**To:** [REDACTED] Gudie.Hutchings@parl.gc.ca;  
patty.hajdu@parl.gc.ca; [REDACTED]  
Principe de Jordan ATL / Jordans Principle ATL; JPCaseMgt / GestCasPJ; MinistreSA /  
MinisterIS; [REDACTED]  
**Subject:** URGENT - Jordans Principle

Good Day;

“Jordan’s Principle makes sure all First Nations children living in Canada can access the products, services and supports, when they need them. Funding can help with a wide range of health, social and educational needs, including unique needs that First Nations Two-Spirit and LGBTQQIA children and youth and those with disabilities have.”

That excerpt is taken directly from the Government of Canada’s website. If this is the true meaning behind Jordan’s Principle then why would the Federal Government go against just that by refusing/denying educational supports this present school year for children who so desperately need it. They are to make sure that all First Nations children living in Canada can access these supports when they need them. [REDACTED]

[REDACTED]  
While a ridiculous amount of children/families are affected by this current situation, [REDACTED]  
[REDACTED] for the purposes of this email.

[REDACTED]

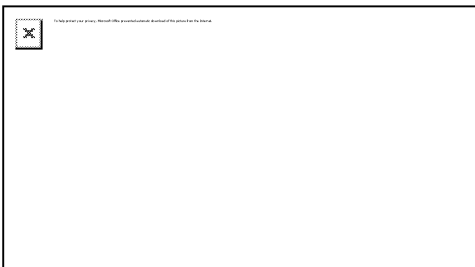
This is unacceptable. This is unjust. This is, at the end of the day, [REDACTED]

[REDACTED]

Yes, I am sending this email to many different individuals because I am unsure who the most appropriate individual would be in such an instance. I wanted it to reach as many people as possible. Perhaps in doing so I will reach someone who is willing to stand up and fight [REDACTED]

Provincially there was an article on CBC news where MHA Gerry Byrne indicated Newfoundland and Labrador government will spend millions of dollars to support families affected by cutbacks to funding through Jordan's Principle until the end of the calendar year. Mr. Byrne, what action has been taken thus far? What steps have/will be taken? I have not heard of any, nor been advised anything through the school system. My children, nor any other children can continue to wait. These children need services and they need them immediately!

<https://www.cbc.ca/news/canada/newfoundland-labrador/byrne-jordans-principle-funding-1.7343109>



There's more money for kids needing student assistants, but parents question timing of workaround

A Newfoundland and Labrador MHA says the province is ready and willing to provide educational support for

special needs children impacted  
through delays to a federally funded  
program.

[www.cbc.ca](http://www.cbc.ca)



While I won't go into great detail, outside of the above noted issues, the Jordans Principle department has been declining this past year. There was a time when things went relatively smooth. Now, you submit an application and wait months and months for a response and that seems to only even occur with endless follow ups. You call them and they provide virtually no information, all they do is brush you aside, or pass you off to someone else. You email them and 98% of them are never responded to. Silence is not the answer. Silence doesn't make these issues go away. Action does! I understand they would be a very busy department, but again, the children should not suffer at the hands of this department. Jordans Principle has become a barrier. With the present situation I was told that the regional level approved 50% and the remaining 50% was sent to National for review. I assume this was the case for most children. However, dead silence. No communication. No help from anyone. No responses.

I will leave you with this:

Today, Jordan's Principle is a legal obligation, which means it has no end date. While programs and initiatives to support it may only exist for short periods of time, Jordan's Principle will always be there. Jordan's Principle will support First Nations children for generations to come.

This is the legacy of Jordan River Anderson.

If this young child could only see how the Federal Government are using/abusing these children under his name - Jordan, I wonder what he would think? Perhaps he would think to himself that instead of moving forward and utilizing Jordans Principle for what it was intended, instead, the opposite is occurring and it appears as if we are working our way back to a place where these issues started, which resulted in the need of Jordans Principle in the first place. Do Better!

It's time. It's time that we stand up! It starts with you!

## Quilty, Jamie Lee

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**From:** McKay, Vanessa (she-elle) on behalf of Graham, Rod  
**Sent:** Monday, February 10, 2025 2:03 PM  
**To:** SAC MAN\_FNIHB-DGSPNI\_391YORK ISC  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Attachments:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 .pdf

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

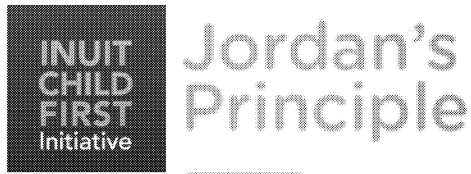
We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

Rod Graham  
A/Regional Executive Officer  
First Nations and Inuit Health Branch | Direction générale de la santé des Premières Nations et des Inuits  
Indigenous Services Canada | Services aux Autochtones Canada  
Government of Canada | Gouvernement du Canada





## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

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<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



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- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
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- Requests to support sporting events or sport-related training:
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- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



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- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

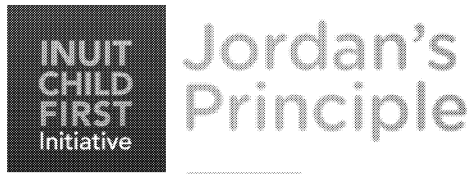
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



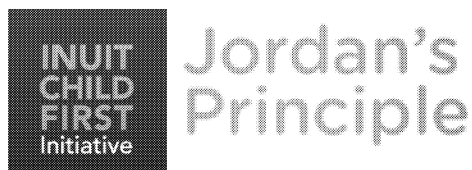


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



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- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

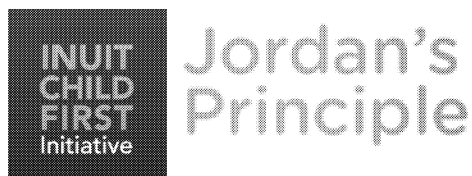
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** Gacheru, Joe  
**Sent:** Thursday, February 13, 2025 9:00 AM  
**To:** Dryden, Howard; MB.RSO  
**Cc:** Graham, Rod; Bizarria, Ana; Lacap, Kimberly; Gilkes, Gregory; Alonzo, Beata; Ma, Vivian  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Attachments:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 (1).pdf

Dear Howard,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that was announced publicly on Monday February 10, 2025 by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)).

The recent changes have impacted the support that the Regional Team can provide for walk-in clients regarding Jordan's Principle, as most requests can no longer be classified as urgent.

Under the new guidelines, all social requests, including those for rent, accommodation, mortgages, car payments, recreational activities, and groceries, are now considered non-urgent. These requests will need to be escalated to the National Office for review and approval.

Effective immediately, we kindly ask that the Commissionaires instruct walk-in clients to complete the client contact form provided, for any of the aforementioned requests.

We sincerely appreciate your hard work and commitment, particularly during this transitional period.

Should you have any questions, please feel free to contact me or any of the managers for further clarification or assistance.

Best regards.

Joe Gacheru RN,BN, LBB (Lean Black Belt), CQIA

Regional Coordinator, Jordan's Principle  
First Nations and Inuit Health Branch  
Indigenous Services Canada/ Government of Canada  
300-391 York Avenue

Winnipeg, Manitoba R3C 4W1

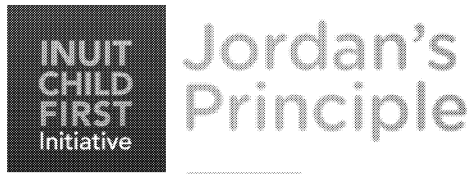
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Email: [joe.gacheru@sac-isc.gc.ca](mailto:joe.gacheru@sac-isc.gc.ca) / [jordansprinciplemb-principedejordan@sac-isc.gc.ca](mailto:jordansprinciplemb-principedejordan@sac-isc.gc.ca)

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This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

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Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

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## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
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- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

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All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

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National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

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The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

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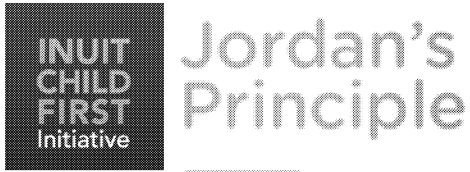
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## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

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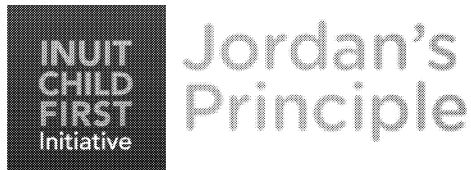
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## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:

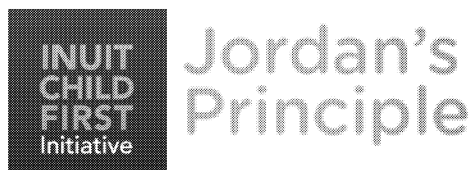


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and





- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

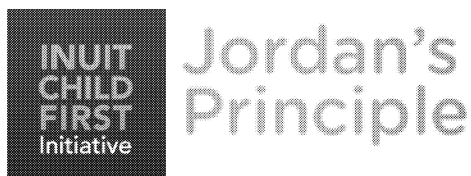
**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** Graham, Rod  
**Sent:** Monday, February 10, 2025 2:01 PM  
**To:** McKay, Vanessa (she-elle)  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Attachments:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 .pdf

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

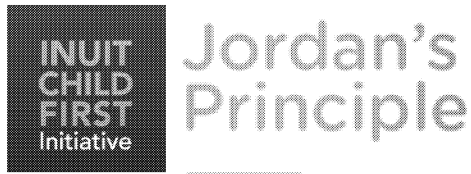
More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

Rod Graham  
A/Regional Executive Officer  
First Nations and Inuit Health Branch | Direction générale de la santé des Premières Nations et des Inuits  
Indigenous Services Canada | Services aux Autochtones Canada  
Government of Canada | Gouvernement du Canada



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

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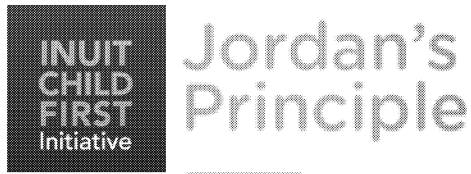




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## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:

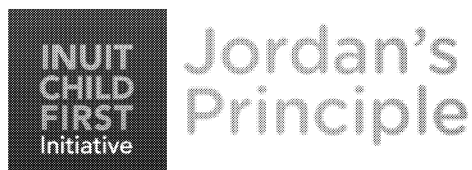


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

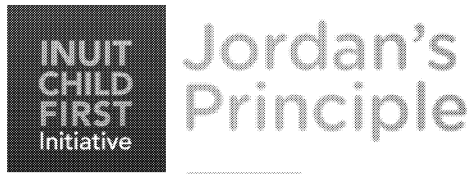
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** Jordan's Principle MB Agreements / Principe de Jordan MB les Accords  
**Sent:** Monday, February 10, 2025 3:13 PM  
**Cc:** Graham, Rod  
**Subject:** Important Update on Jordan's Principle-CFI – Changes to Operating Procedures  
**Attachments:** ICFI External operational bulletin.pdf  
**Importance:** High

Good afternoon,

We hope this email finds you well.

We are reaching out to share an important update from Minister Patty Hajdu regarding changes to the operating procedures for processing requests under Jordan's Principle-CFI for Inuit groups. These changes aim to improve decision-making efficiency while ensuring the long-term sustainability of the program.

As demand for Jordan's Principle services has significantly increased over the past few years, the Government of Canada has introduced adjustments to clarify the services available and the documentation required for requests. These updates are designed to maintain consistency while continuing to support Inuit children in accessing the essential services they need.

For more details, please refer to the attached document.

Should you have any questions or require further clarification, please do not hesitate to reach out.

Thank you for your continued dedication and commitment to the well-being of Inuit children.

Best regards,

Contribution Agreement Team , Jordan's Principle  
First Nations and Inuit Health Branch  
Indigenous Services Canada / Government of Canada | Gouvernement du Canada  
Generic Email: [jpmbagreements-lesaccords@sac-isc.gc.ca](mailto:jpmbagreements-lesaccords@sac-isc.gc.ca)

**ISC** INDIGENOUS  
SERVICES  
CANADA







## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.





**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Jordan's Principle MB Agreements / Principe de Jordan MB les Accords  
**Sent:** Monday, February 10, 2025 2:46 PM  
**Cc:** Graham, Rod  
**Subject:** Important Update on Jordan's Principle – Changes to Operating Procedures  
**Attachments:** Jordan's Principle external operational bulletinEN.pdf  
**Importance:** High

Good afternoon,

We hope this email finds you well.

We are reaching out to share an important update from Minister Patty Hajdu regarding changes to the operating procedures for processing requests under Jordan's Principle. These changes aim to improve decision-making efficiency while ensuring the long-term sustainability of the program.

As demand for Jordan's Principle services has significantly increased over the past few years, the Government of Canada has introduced adjustments to clarify the services available and the documentation required for requests. These updates are designed to maintain consistency while continuing to support First Nations children in accessing the essential services they need.

For more details, please refer to the attached document.

Should you have any questions or require further clarification, please do not hesitate to reach out.

Thank you for your continued dedication and commitment to the well-being of First Nations children.

Best regards,

Regards,

Contribution Agreement Team , Jordan's Principle  
First Nations and Inuit Health Branch  
Indigenous Services Canada / Government of Canada | Gouvernement du Canada  
Generic Email: [jpmbagreements-lesaccords@sac-isc.gc.ca](mailto:jpmbagreements-lesaccords@sac-isc.gc.ca)



# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.



# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.





- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

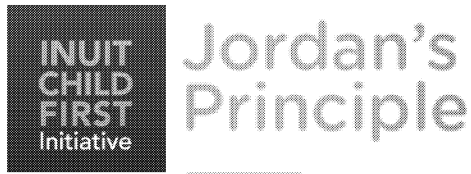
A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



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- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



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- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.





## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



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- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



# Jordan's Principle

## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

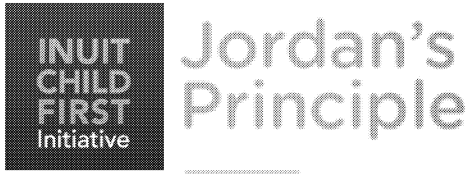
**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**





A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.





- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

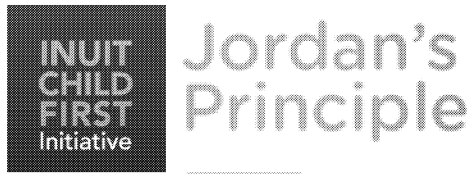
A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.

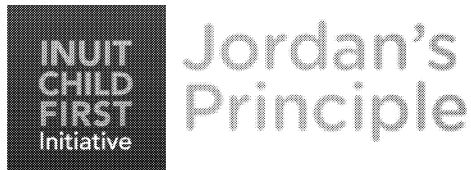


## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



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- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.

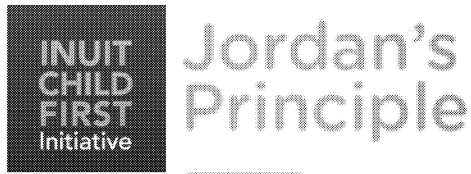


## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.





## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



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Escalating these requests is to support a consistent application of these requirements.

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## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

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- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
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- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
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- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

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**A:** Example of a list to identify children for the group request:

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Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

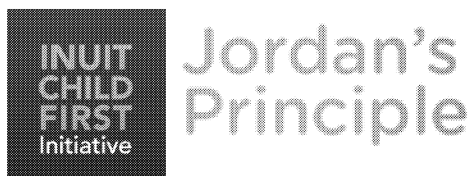
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**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 12:34 PM  
**To:** Steeves, Sarah; Taylor, Sara (she); Ouellette, Andrew; Dulude, Stephanie (she-elle); Larose, Mathieu; Doull, Kirstin (she-elle); Onalik, Caitlin (she-elle)  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; ICFI External operational bulletin\_ Feb 10\_EN clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_EN.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

Not for distribution

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**From:** Cookson-Hills, Molly (she-elle) **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:32 PM  
**To:** Bower, Kelly (she-elle) ; Aubuchon, Sylvie (elle-she) ; Westaway, Lisa ; Graham, Rod ; Reynoldson, Andrea ; Laboucan, Rhonda (she-elle) ; Rowe, Allyson (she) ; Thiara, Parminder ; MacPhail, Heather (she-elle)  
**Cc:** Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle) ; Hitchcock, Lindsay ; McDonald, Dana (she-elle) ; Crowder, Cassandra ; Peltier, Katelin (she-elle) ; Marie.Crowley1@justice.gc.ca; Wheatley, Jennifer ; Bagshaw, Jules (she-elle) ; Carleton, Daniel (he-il) ; St-Aubin, Candice (she-elle-kwe)  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

### INTERNAL TO STAFF

**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

XXXXXXX

Objet : Changements importants apportés à l'initiative du principe de Jordan's et l'initiative « L'enfant inuit d'abord » – Lignes directrices

Chère équipe,

J'espère que vous allez bien.

Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre ([Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)). Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices qui seront envoyés aux partenaires ainsi que des lignes directrices internes. *Les versions françaises du bulletin d'orientation interne de l'ICFI (ainsi que l'inuktitut pour l'ICFI) suivront plus tard dans la semaine.*

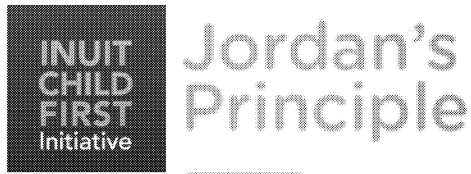
De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Meilleures salutations,





## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

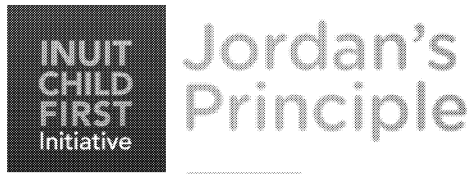
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

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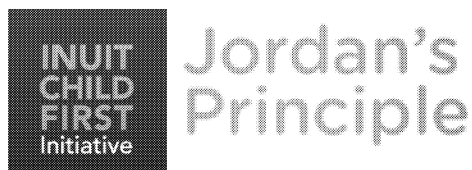


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**A:** The following information is required for group requests.

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- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

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**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
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A group request is complete if:

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**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

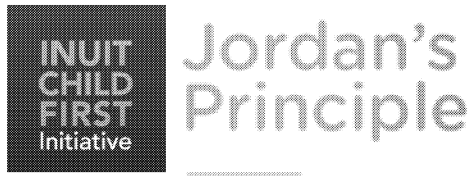
**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

#### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

#### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

#### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

#### **Information to include with the request for a child**

- Detailed description of the child's needs:



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.





- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

#### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

#### 4. Other information

##### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

**Commented [JT1]:** Conversely you could write "...to better meet the distinct needs of Inuit children and provide...."

#### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

#### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

### **5. Questions and Answers**

#### **General Information**

**Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## Repeats of previous requests

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## Eligibility for children under Jordan's Principle

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## For help or more information

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## 2. For parents and guardians

### Information to include with the request for a child

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.



# Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

## 3. For communities

### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

DRAFT

## Quilty, Jamie Lee

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 12:54 PM  
**To:** Taylor, Sara (she)  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

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**From:** Cookson-Hills, Molly (she-elle) **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:46 PM  
**To:** Castonguay, Julien ; Bower, Kelly (she-elle) ; Aubuchon, Sylvie (elle-she) ; Westaway, Lisa ; Graham, Rod ; Reynoldson, Andrea ; Laboucan, Rhonda (she-elle) ; Rowe, Allyson (she) ; Thiara, Parminder ; MacPhail, Heather (she-elle)  
**Cc:** Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle) ; Hitchcock, Lindsay ; McDonald, Dana (she-elle) ; Crowder, Cassandra ; Peltier, Katelin (she-elle) ; Marie.Crowley1@justice.gc.ca; Wheatley, Jennifer ; Bagshaw, Jules (she-elle) ; Carleton, Daniel (he-il) ; St-Aubin, Candice (she-elle-kwe)  
**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Apologies, resending with minor updates.

Molly  
343-549-2963

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**From:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca> **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:32 PM  
**To:** Bower, Kelly (she-elle) <kelly.bower@sac-isc.gc.ca>; Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>; Westaway, Lisa <lisa.westaway@sac-isc.gc.ca>; Graham, Rod <rod.graham@sac-isc.gc.ca>; Reynoldson, Andrea <andrea.reynoldson@sac-isc.gc.ca>; Laboucan, Rhonda (she-elle) <rhonda.laboucan@sac-isc.gc.ca>; Rowe, Allyson (she) <allyson.rowe@sac-isc.gc.ca>; Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>; MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>  
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**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

### INTERNAL TO STAFF

**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines



Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

XXXXXXX

Objet : Changements importants apportés à l'initiative du principe de Jordan's et l'initiative « L'enfant inuit d'abord » – Lignes directrices

Chère équipe,

J'espère que vous allez bien.

Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre ([Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)). Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices qui seront envoyés aux partenaires ainsi que des lignes directrices internes. *Les versions françaises du bulletin d'orientation interne de l'ICFI (ainsi que l'inuktitut pour l'ICFI) suivront plus tard dans la semaine.*

De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Meilleures salutations,

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.





- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

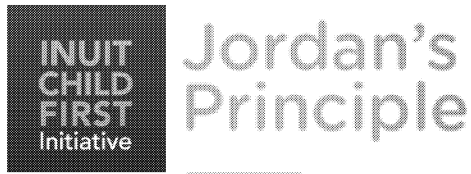
A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.





## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

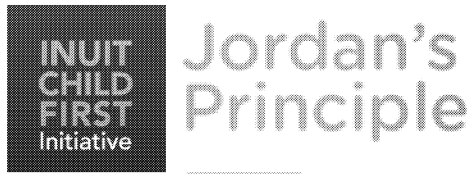
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:

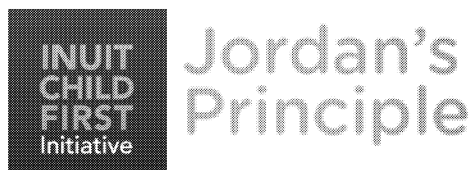


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

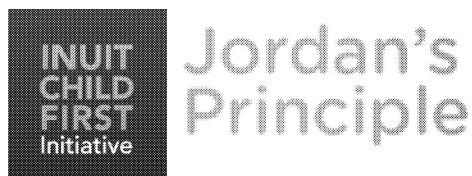
**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



**Quilty, Jamie Lee**

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**From:** [REDACTED]  
**Sent:** Thursday, February 27, 2025 11:30 AM  
**To:** MacPhail, Heather (she-elle); Ouellette, Andrew (SAC/ISC)  
**Cc:** [REDACTED]  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Vanh Gwiinzii Heather and Andrew,

Sorry for the delayed response on this [REDACTED]  
[REDACTED]

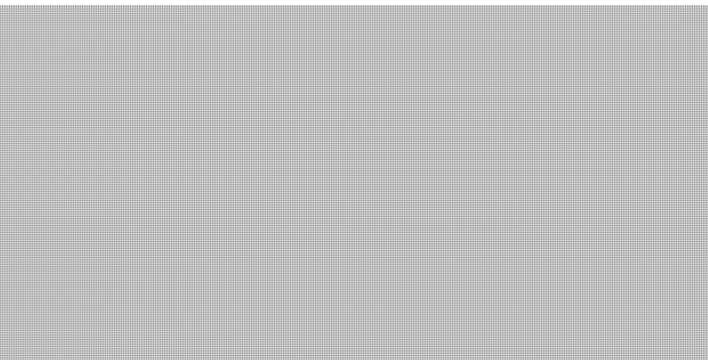
I was wondering if there is an opportunity to have a discussion with respect to the changes outlined in the attached bulletin, specifically with regard to the current programs the [REDACTED] is delivering in the community.

As we have always tried to create efficiency in the programs we deliver for long term sustainability it comes as a surprise the opportunity for multi-year programs like we have been getting is no longer on the table, we have done a lot of good work with the funding received to date and hope to have an opportunity to understand why such broad changes and how do we navigate that to continue to close the gap for our children in the community and more broadly who have relocated outside of our settlement lands due to various reasons.

Group Program Delivery-NGC

- Education and Cultural Programs
- School Bus Service Delivery

Mahis Cho for your time and look forward to discussions, hoping we could set something for next week.



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**From:** MacPhail, Heather (she-elle)  
**Sent:** February 10, 2025 11:31 AM  
**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

If you have any questions or require further clarification, please don't hesitate to reach out to Sarah Steeves, Senior Manager, Program Delivery at 613-513-6805 or Andrew Ouellette, Senior Manager, Program Delivery at 613-295-2574, who will be available to assist with any inquiries you may have, or by email at [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca). They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Heather

**Heather MacPhail**

Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

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Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, Sarah Steeves, Gestionnaire principal, Prestation de programmes au 613-513-6805 ou Andrew Ouellette, Gestionnaire principal, Prestation de programmes au 613-295-2574, seront à votre disposition pour répondre à toutes vos questions, ou par courriel à [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca). Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Heather

**Heather MacPhail**

Directrice exécutif régional – Région du nord  
Services aux Autochtones Canada / Gouvernement du Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.



# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Taylor, Sara (she) on behalf of MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 2:19 PM  
**To:** Dulude, Stephanie (she-elle); Doull, Kirstin (she-elle)  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 1:31 PM  
**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

If you have any questions or require further clarification, please don't hesitate to reach out to Sarah Steeves, Senior Manager, Program Delivery at 613-513-6805 or Andrew Ouellette, Senior Manager, Program Delivery at 613-295-2574, who will be available to assist with any inquiries you may have, or by email at [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca). They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Heather

**Heather MacPhail**  
Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

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Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, Sarah Steeves, Gestionnaire principal, Prestation de programmes au 613-513-6805 ou Andrew Ouellette, Gestionnaire principal, Prestation de programmes au 613-295-2574, seront à votre disposition pour répondre à toutes vos questions, ou par courriel à [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca). Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Heather

**Heather MacPhail**

Directrice exécutif régional – Région du nord

Services aux Autochtones Canada / Gouvernement du Canada

[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.



# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



Quilty, Jamie Lee

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 1:19 PM  
**Subject:** Important Operational Changes to Inuit Child First Initiative // Changements opérationnels importants apportés à l'initiative « Les enfants inuits d'abord »  
**Attachments:** ICFI External operational bulletin\_ Feb 10\_EN clean.pdf

We are writing to inform you of important operational changes. Please find the attached External Operational Bulletin, which outlines the changes and provides essential details for your reference.

We want to ensure that this information is accessible to all partners, and will be sharing a version in Inuktitut (and French) by the end of the week to better support our Inuit partners.

If you have any questions or require further clarification, please don't hesitate to reach out to Sarah Steeves, Senior Manager, Program Delivery at 613-513-6805 or Andrew Ouellette, Senior Manager, Program Delivery at 613-295-2574, who will be available to assist with any inquiries you may have, or by email at [principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca).

Thank you for your attention to these updates.

Best regards,

Heather

**Heather MacPhail**  
Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

Nous vous écrivons pour vous informer d'importants changements opérationnels. Vous trouverez ci-joint le Bulletin opérationnel externe, qui décrit les changements et fournit des détails essentiels.

Nous voulons nous assurer que ces informations sont accessibles à tous les partenaires, et nous partagerons une version en Inuktitut (et en français) d'ici la fin de la semaine afin de mieux soutenir nos partenaires inuits.

Si vous avez des questions ou si vous souhaitez obtenir des précisions, Sarah Steeves, Gestionnaire principal, Prestation de programmes au 613-513-6805 ou Andrew Ouellette, Gestionnaire principal, Prestation de programmes au 613-295-2574, seront à votre disposition pour répondre à toutes vos questions, ou par courriel à [principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca).

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Meilleures salutations,

Heather

**Heather MacPhail**  
Directrice exécutif régional – Région du nord  
Services aux Autochtones Canada / Gouvernement du Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.





- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

### Q: How should each Inuk child be listed in a group request?

A: Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

Quilty, Jamie Lee

**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 1:31 PM  
**Subject:** Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

We would like to inform you of some important operational changes to Jordan’s Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

If you have any questions or require further clarification, please don’t hesitate to reach out to Sarah Steeves, Senior Manager, Program Delivery at 613-513-6805 or Andrew Ouellette, Senior Manager, Program Delivery at 613-295-2574, who will be available to assist with any inquiries you may have, or by email at [principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca). They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Heather

Heather MacPhail  
Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, Sarah Steeves, Gestionnaire principal, Prestation de programmes au 613-513-6805 ou Andrew Ouellette, Gestionnaire principal, Prestation de programmes au 613-295-2574, seront à votre disposition pour répondre à toutes vos questions, ou par courriel à [principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca). Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Heather

Heather MacPhail  
Directrice exécutif régional – Région du nord  
Services aux Autochtones Canada / Gouvernement du Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.



## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Taylor, Sara (she) on behalf of MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 2:20 PM  
**To:** Dulude, Stephanie (she-elle); Doull, Kirstin (she-elle)  
**Subject:** FW: Operational Changes to Inuit Child First Initiative and Jordan's Principle  
**Attachments:** Important Operational Changes to Inuit Child First Initiative // Changements opérationnels importants apportés à l'initiative « Les enfants inuits d'abord » ; Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 1:36 PM  
**Subject:** Operational Changes to Inuit Child First Initiative and Jordan's Principle

Hello,

Please find attached important information pertaining to operational changes to the Inuit Child First Initiative and Jordan's Principle that was shared with funding recipients and partner organizations today.

Should you have any questions please don't hesitate to reach out to Sarah Steeves, Senior Manager, Program Delivery at 613-513-6805 or Andrew Ouellette, Senior Manager, Program Delivery at 613-295-2574, who will be available to assist with any inquiries you may have, or by email at [principedejordanrn-nrjordanoprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanoprinciple@sac-isc.gc.ca).

Thank you,  
Heather

**Heather MacPhail**  
Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

**Heather MacPhail**  
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## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific





recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

---

**From:** Taylor, Sara (she)  
**Sent:** Monday, February 10, 2025 1:08 PM  
**To:** Larose, Mathieu; Martin, Marie (she); Heffernan, Bryna; Ibrahim, Alisar; Low, Sharon; Dulude, Stephanie (she-elle); Blahey, Laurie; Allard, Cedric; Vetvutanapibul, Nicholas; Steeves, Sarah; Casey, Darryl; Lambe, Kelly Ann (she-elle); Ouellette, Andrew; McArdle, Francis; Leung, Derek; Brisco, Margaux; Cavanagh, Niall; Gibson, Sylvia (she); Casavant, Julie; Doull, Kirstin (she-elle); Pope, Nicholas (he-il); Tam, Connie; Lenihan, Megan (she)  
**Cc:** MacPhail, Heather (she-elle)  
**Subject:** FYI: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf  
**Importance:** High

FYI/Heads up – This is internal messaging. The external messaging is being finalized and will be sent out to partners shortly.

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 12:51 PM  
**To:** Aikens, Rose <Rose.Aikens@sac-isc.gc.ca>; Cavell, Sean <Sean.Cavell@sac-isc.gc.ca>; Colasante, Brianna <Brianna.Colasante@sac-isc.gc.ca>; Cox Draper, Barbra <barbra.coxdraper@sac-isc.gc.ca>; D'Agui, Natasha <natasha.dagui@sac-isc.gc.ca>; Delorme, Nicole (she-elle) <nicole.delorme@sac-isc.gc.ca>; Dipenta, Patrizia <patrizia.dipenta@sac-isc.gc.ca>; Doull, Kirstin (she-elle) <Kirstin.Doull@sac-isc.gc.ca>; Dubeau, Alison <Alison.Dubeau@sac-isc.gc.ca>; Elliott, David <David.Elliott2@sac-isc.gc.ca>; Farah, Ayan <ayan.farah@sac-isc.gc.ca>; Farah, Zahra <zahra.farah@sac-isc.gc.ca>; Gilhooly, Breanne <Breanne.Gilhooly@sac-isc.gc.ca>; Gordon, Kayla <kayla.gordon@sac-isc.gc.ca>; Guenette, Stacey <Stacey.Guenette@sac-isc.gc.ca>; lafond, kimberly <Kimberly.Lafond@sac-isc.gc.ca>; Leroy, Jennifer <jennifer.leroy@sac-isc.gc.ca>; MacLean, Quinn <quinn.macleam@sac-isc.gc.ca>; Moran, Chad <chad.moran@sac-isc.gc.ca>; Moran, Melissa <Melissa.Moran@sac-isc.gc.ca>; Mtetwa, Ivony <ivony.mtetwa@sac-isc.gc.ca>; Mughal, Krystina (she-elle) <Krystina.Mughal@sac-isc.gc.ca>; Ness, Loralie <loralie.ness@sac-isc.gc.ca>; Onalik, Caitlin (she-elle) <caitlin.onalik@sac-isc.gc.ca>; Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>; Pepers, Joshua <Joshua.Pepers@sac-isc.gc.ca>; Pfanner, Jennifer (she) <Jennifer.Pfanner@sac-isc.gc.ca>; Pham Le, Melanie <Melanie.PhamLe@sac-isc.gc.ca>; Ricci, Nadia <Nadia.Ricci@sac-isc.gc.ca>; Sanchez, Talia <talía.sanchez@sac-isc.gc.ca>; Sarazin, Ashley <ashley.sarazin@sac-isc.gc.ca>; Sfiktou, Georgia (she-elle) <Georgia.Sfiktou@sac-isc.gc.ca>; Shanks, Bridget <Bridget.Shanks@sac-isc.gc.ca>; Sperotto, Rozjanne <rozjanne.sperotto@sac-isc.gc.ca>; Stevens, Verna <verna.stevens@sac-isc.gc.ca>; Thomas, Lilieth <lilieth.thomas@sac-isc.gc.ca>; Tyrer, Shannon <shannon.tyrer@sac-isc.gc.ca>; Vella, Melissa (she-elle) <Melissa.Vella@sac-isc.gc.ca>; Whiskeyjack, Janice <Janice.Whiskeyjack@sac-isc.gc.ca>; Zeidan, Elizabeth <Elizabeth.Zeidan@sac-isc.gc.ca>; Zeyl, Rachel <Rachel.Zeyl@sac-isc.gc.ca>; Zourntos, Paul <paul.zourntos@sac-isc.gc.ca>  
**Cc:** Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>; Dulude, Stephanie (she-elle) <Stephanie.Dulude@sac-isc.gc.ca>; Steeves, Sarah <Sarah.Steeves@sac-isc.gc.ca>; Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>; Heffernan, Bryna <Bryna.Heffernan@sac-isc.gc.ca>  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices



Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Thanks,  
Heather

**Heather MacPhail**

Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

**Heather MacPhail**

Directrice exécutif régional – Région du nord  
Services aux Autochtones Canada / Gouvernement du Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

Chère équipe,

J'espère que vous allez bien.

Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre ([Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)). Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices qui seront envoyés aux partenaires ainsi que des lignes directrices internes. *Les versions françaises du bulletin d'orientation interne de l'ICFI (ainsi que l'inuktitut pour l'ICFI) suivront plus tard dans la semaine.*

De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Merci,

Heather

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.



# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.





- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

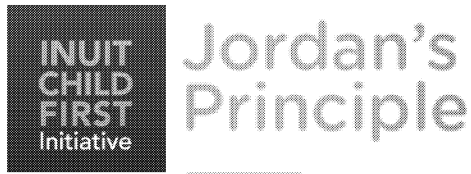
A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.





## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

## **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

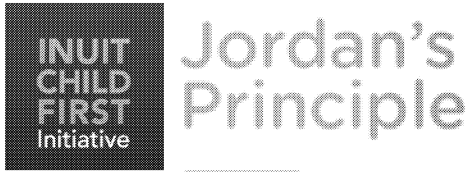
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

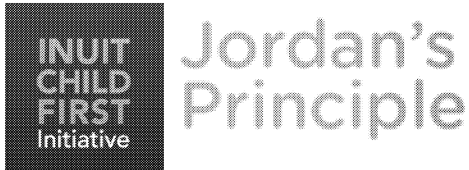
**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

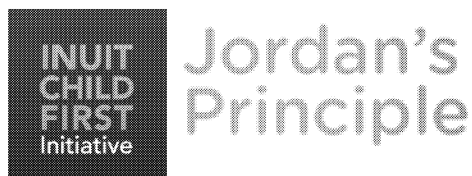
**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**





A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

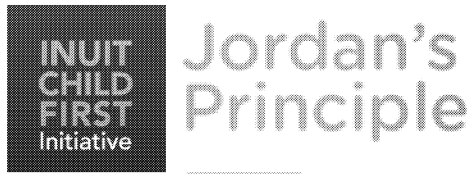
JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Thursday, February 27, 2025 3:48 PM  
**To:** Larose, Mathieu  
**Subject:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean (002).pdf  
**Attachments:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean (002).pdf



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.

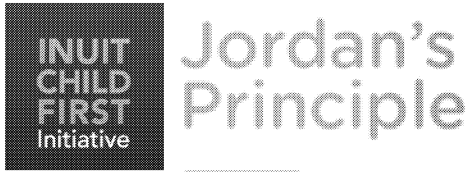


## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.





## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

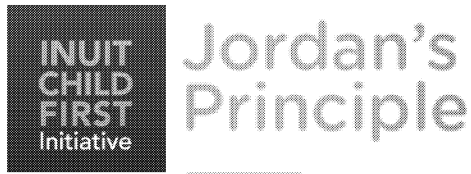
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

**Quilty, Jamie Lee**

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**From:** [REDACTED]  
**Sent:** Friday, February 14, 2025 9:18 AM  
**To:** MacPhail, Heather (she-elle)  
**Cc:** Ouellette, Andrew  
**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

Hello Andrew

Will the upcoming changes to JP with a focus on the original intentions of the funding impact the nutritional program being funded for our local school and the youth worker positions currently being funded?

Regards

[REDACTED]  
Sent from my iPhone

On Feb 13, 2025, at 7:43 AM, MacPhail, Heather (she-elle) wrote:

Hi [REDACTED]

Thanks for your email.

I've copied Andrew Ouellette on this reply – he'll be able to respond to your questions.

Heather

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**From:** [REDACTED]  
**Sent:** Thursday, February 13, 2025 7:39 AM  
**To:** MacPhail, Heather (she-elle)  
**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

Hello Heather

Will the operational changes to JP impact the school nutritional programs currently funded by JP? Will the changes impact the youth workers currently funded by JP?

Regards

[REDACTED]  
Sent from my iPhone

On Feb 11, 2025, at 7:37 AM, MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)> wrote:

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the

following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

If you have any questions or require further clarification, please don't hesitate to reach out to Sarah Steeves, Senior Manager, Program Delivery at 613-513-6805 or Andrew Ouellette, Senior Manager, Program Delivery at 613-295-2574, who will be available to assist with any inquiries you may have, or by email at [principedejordanrn-nrjordanoprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanoprinciple@sac-isc.gc.ca). They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Heather

**Heather MacPhail**

Regional Executive – Northern Region

Indigenous Services Canada / Government of Canada

[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

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Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, Sarah Steeves, Gestionnaire principal, Prestation de programmes au 613-513-6805 ou Andrew Ouellette, Gestionnaire principal, Prestation de programmes au 613-295-2574, seront à votre disposition pour répondre à toutes vos questions, ou par courriel à [principedejordanrn-nrjordanoprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanoprinciple@sac-isc.gc.ca). Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Heather

**Heather MacPhail**

Directrice exécutif régional – Région du nord

Services aux Autochtones Canada / Gouvernement du Canada

[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984



## Quilty, Jamie Lee

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 10, 2025 1:38 PM  
**To:** [REDACTED]  
**Cc:** PrincipedeJordanRN / NRJordansPrinciple  
**Subject:** RE: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

Hi [REDACTED]

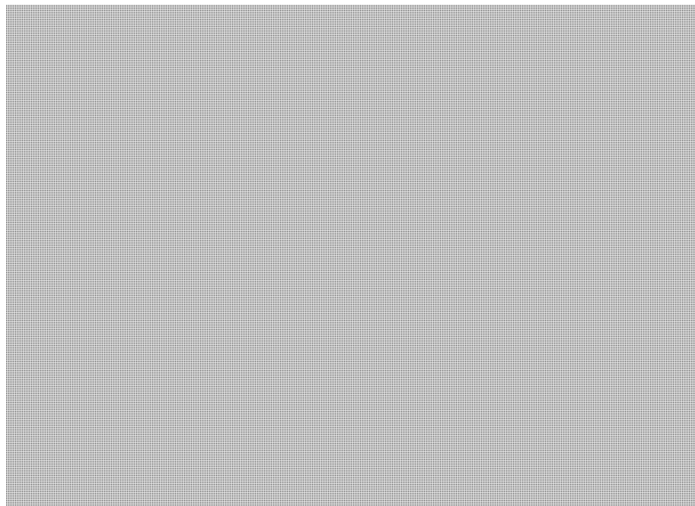
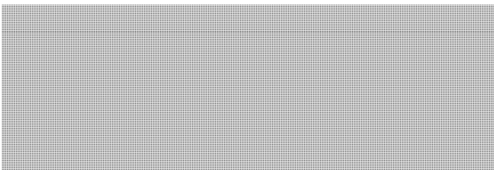
I'll have my team reach out to set up a meeting.

Thank you  
Heather

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**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 1:34 PM  
**To:** MacPhail, Heather (she-elle)  
**Subject:** RE: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

We just hired JP coordinator so can we do zoom for her as she wants to ask questions on this program



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**From:** MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>  
**Sent:** February 10, 2025 11:31 AM

**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

You don't often get email from [heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca). [Learn why this is important](#)

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

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Thank you for your attention to these updates.

Heather

**Heather MacPhail**  
Regional Executive – Northern Region  
Indigenous Services Canada / Government of Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, Sarah Steeves, Gestionnaire principal, Prestation de programmes au 613-513-6805 ou Andrew Ouellette, Gestionnaire principal, Prestation de programmes au 613-295-2574, seront à votre disposition pour répondre à toutes vos questions, ou par courriel à [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca). Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Heather

**Heather MacPhail**  
Directrice exécutif régional – Région du nord  
Services aux Autochtones Canada / Gouvernement du Canada  
[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca) | C: 613-301-5984

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### Nunavut Partnership Table on Health – Agenda

December 4, 2024; 10:00 – 4:30 PM

December 5, 2024; 9:00 AM – 4:30 PM

Iqaluit – SCD Boardroom – Tumiit Plaza

MS Teams for those joining via teleconference

#### Participants:

Organization	Name	Title
Government of Nunavut (GN)	Megan Hunt	Deputy Minister of Health
	Dr. Ekua Agyemang	A/Chief Public Health Officer
	Jennifer Berry	ADM Operations
	Greg Babstock	ADM Programs and Standards
	Victoria Madsen	ADM Inuusivut, Mental Health & Addiction
	Rene Tanga	Executive Director, Corporate Services
	Gabriela Goodman	Territorial Director, Population Health
Indigenous Services Canada (ISC)	Heather MacPhail	Regional Executive, Northern Region
	Mathieu Larose	Director, Programs and Service Delivery
	Stephanie Dulude	Regional Director, Policy
	Nick Pope	Regional Director, Non-Insured Health Benefits Program
	Sharon Low	Senior Manager, Nunavut and Northwest Territories Programs
	Sarah Steeves	Senior Manager, Jordan's Principle and the Inuit Child First Initiative
Public Health Agency of Canada (PHAC)	Caroline Boucher	A/Regional Director, Northern Region
	Steven Sternthal	Director General, Centre for Communicable Diseases and Infection Control
	Dr. Tiffany Locke	Medical Advisor
	Dr. Hafid Soualhine	Chief, National Reference Centre for Mycobacteriology, National Microbiology Laboratory
Crown-Indigenous Relations and Northern Affairs	Spencer Dewar	A/Regional Director General, Nunavut Region

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Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
<b>Day 1 – December 4</b>			
<b>1. Bilateral Meeting Between NTI and GN</b>  Approx. 2 hours	<ul style="list-style-type: none"> <li>• [REDACTED] arranged a bilateral meeting ahead of the trilateral discussions. This is intended for designated NTI and GN staff to attend only. It is to try to connect and align on joint priorities and items that they have not been able to.</li> </ul>	N/A	N/A
<b>2. Welcome, Roundtable &amp; Opening Remarks</b>  Approx. 20 minutes	<ul style="list-style-type: none"> <li>• <i>Good afternoon everyone. It is wonderful to be here today in Iqaluit. Thank you to the NTI team for booking this space for us, and thank you all for making the time to meet. Today's meeting provides us with the opportunity to discuss progress and next steps on a variety of public health activities that have been underway since we last met, along with some very special guests!</i></li> <li>• <i>Although last meeting we had a couple special guests join us for our discussions on public health and tuberculosis more specifically, it does not make this meeting any less meaningful or special. This Table continues to be a space for collaboration and demonstrates the strength of partnerships and working together to tackle such important initiatives and issues.</i></li> <li>• <i>I'd like to do a roundtable for introductions. June, I'll turn it over to you for opening remarks and kick-starting the roundtable.</i></li> <li>• <i>Before we begin, I did want to mention that the Public Health Working Group on Remote and Isolated Communities is seeking a Northern Co-Chair to help lead and guide their work moving forward. The working group serves as a forum to share information, develop guidance documents and provide support to territorial and Indigenous governments and organizations on their delivery of health services in remote and isolated communities including safe and effective access to</i></li> </ul>	Heather MacPhail	

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Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
	<p><i>quality emergency health preparedness, mitigation, response and recovery services. As part of their mandate, this group works to efficiently address emerging needs and priorities of First Nations, Inuit and Métis populations and determine their unique requirements for planning/response activities, and develop guidelines in response to existing and emerging public health needs.</i></p> <ul style="list-style-type: none"> <li><i>The Co-chair's responsibilities would include:</i> <ul style="list-style-type: none"> <li><i>Provide Northern perspective on administration of vaccines in communities;</i></li> <li><i>Provide input on agenda items;</i></li> <li><i>Assume other Co-Chair's responsibilities in their absence;</i></li> <li><i>Convene and lead meetings in partnership with Co-Chair(s); and</i></li> <li><i>Maintain effective communication with co-chair and working group members.</i></li> </ul> </li> <li><i>If you are interested in taking on this role, please reach out to me for more information.</i></li> </ul>		
<p><b>3. Tuberculosis Elimination in Nunavut</b></p> <ul style="list-style-type: none"> <li><b>a.</b> Follow-up from Dr. Tam's visit in April</li> <li><b>b.</b> Presentation on New Approach to Tuberculosis Elimination</li> <li><b>c.</b> Dialogue to explore insights on community-based best practices for advancing TB elimination, including community-wide screening</li> </ul> <p>Approx. 1 hr 15 minutes</p>	<ul style="list-style-type: none"> <li><i>I am excited to be continuing our strategic discussions on tuberculosis. Today, our discussions will be centered around community-based best practices for advancing TB elimination, and delving into the community engagement and programs that have been underway since our last meeting in April. This discussion will naturally segway into a dialogue regarding the social determinants of health being applied within the context of TB elimination.</i></li> <li><i>I'd like to turn it over to [REDACTED] to start us off on this topic.</i></li> </ul>	Heather MacPhail	For Information / Discussion

s.19(1)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
<b>Break 15 minutes</b>			
<b>4. Broader Discussion on Public Health</b> <b>a.</b> Overview from the Office of the Chief Public Health Officer, Nunavut <b>b.</b> Public Health Agency of Canada <b>i.</b> Community Action Program for Children (CAPC) and Canada Prenatal Nutrition Program (CPNP) <b>c.</b> Update on National Inuit Health Survey  Approx. 1 hr	<u>Overview from the CPHO</u> <ul style="list-style-type: none"> <li><i>Similar to the presentation from [REDACTED] at the last meeting, we wanted to take the opportunity to delved further into the public health landscape in Nunavut more broadly, such as Point of Care testing, STBBI's, and TB, and I believe that [REDACTED] has prepared a presentation for the Table. So without further ado, I will turn it over to [REDACTED] to lead us through this next discussion.</i></li> <li><i>Thank you [REDACTED] that was very informative.</i></li> </ul> <u>PHAC Update</u> <ul style="list-style-type: none"> <li><i>I will turn it over to Caroline Boucher of the Public Health Agency of Canada.</i></li> </ul> <u>Update on National Inuit Health Survey</u> <ul style="list-style-type: none"> <li><i>[REDACTED] we kept this item on the agenda in case there were any updates to share at this time. Can I turn it over to you to speak more to the progress on the National Inuit Health Survey?</i></li> </ul>	[REDACTED]	For Discussion

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
<b>Day 2 – April 18</b>			
<b>1. Welcome, Roundtable &amp; Review of Agenda</b>  Approx. 15 minutes	<ul style="list-style-type: none"> <li><i>Hi everyone, it's nice to see you all again, and glad we have this additional time to connect on our other important priorities.</i></li> <li><i>Looking at the agenda, are there any other changes anyone would like to make? Although we have a full day, we'll try our best to get through everything, but understand that we may need to connect on certain items outside of this meeting, as we've done previously.</i></li> </ul>	Heather MacPhail	
<b>2. Review Meeting Minutes and Action Items</b>  Approx. 5 minutes	<ul style="list-style-type: none"> <li><i>Last week, we re-circulated the meeting minutes from the April meeting. Instead of going line by line, would you prefer to address any items from the last meeting specifically, or provide any updates regarding outstanding items? I welcome any comments or questions on the action items at this time, or feel free to follow-up via email.</i></li> </ul>	Heather MacPhail	
<b>3. Mental Wellness</b> <ul style="list-style-type: none"> <li><b>a. Aqqusariaq Update</b></li> <li><b>b. Nunavut Suicide Prevention Action Plan</b> <ul style="list-style-type: none"> <li><b>i. Overview and Next Steps</b></li> </ul> </li> <li><b>c. Mental Wellness Teams Approach</b></li> </ul> Approx. 1 hour 10 mins	<ul style="list-style-type: none"> <li><b>a. Aqqusariaq Update</b></li> <li><i>I would like to begin our discussion on Aqqusariaq by first acknowledging the incredible amount of work that the GN, NTI, and the program development team have been putting into the planning of the centre, meeting regularly and working really hard to ensure Nunavummiut will have access to excellent addictions and trauma treatment services.</i></li> <li><i>We also cannot forget all the work on the construction and the oversight provided by CGS. With the winter months here, I know the crews have been busy enclosing the building so that interior work can continue.</i></li> <li><i>This item on Aqqusariaq was originally supposed to be a presentation on the progress of the work that's been taking place, however, given there are community consultations currently taking place across</i></li> </ul>	Heather MacPhail / Stephanie Dulude	For Decision

s.19(1)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
	<p><i>Nunavut, the Working Group decided that it would be best to postpone the presentation to this Table for the Spring 2025 meeting.</i></p> <ul style="list-style-type: none"> <li><i>Instead, perhaps we can have a discussion on governance. As mentioned, I know over the past month and as we speak, community consultations have been taking place with the various wellness organizations involved in Aqqusariaq, with these consultations heavily focused on the plan for the governance. I am wondering if you are in a position right now to speak more on the governance model and the management of Aqqusariaq through a not-for-profit (NFP) organization, and any progress that's been made with respect to this work?</i></li> <li><b>[prompting questions for Heather]:</b> <ul style="list-style-type: none"> <li><i>How will the NFP be selected?</i></li> <li><i>At what point will the not-for-profit organization be taking over the management? Is it once the centre is up and running, or will the NFP be responsible for getting it up and running?</i></li> <li><i>How will funding flow? Will it be ISC to GN then to NFP? Or ISC directly with NFP? If that is the case, how will the GN manage the programming?</i></li> </ul> </li> <li><i>Are there any updates that can be shared about the progress on the training component and the plan for staffing once Aqqusariaq is open for clients in early 2026?</i></li> <li><i>I understand the Aqqusariaq Working Group continues to meet on a regular basis.</i></li> <li><b>[if needed: In order to flow the operational funding for next year, we will need to see expenses related to the operation of the centre.]</b></li> </ul>		
	<b>b. Nunavut Suicide Prevention Action Plan</b>		For Information



s.21(1)(a)

s.21(1)(b)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)		Lead Speaker	For Information / Decision
			Victoria Madsen	
			Victoria Madsen	For Information
Break 15 minutes				
<b>4. School Food Programming</b> <b>a. General Discussion</b> <b>b. Inventory of Nunavut School Food Programs/Funding</b>  Approx. 30 minutes			Heather MacPhail  Gabriela Goodman	For Information

**s.21(1)(a)**

**s.21(1)(b)**

<b>Agenda Item</b>	<b>Speaking Points (<i>italicized</i>) &amp; Information Notes (regular)</b>	<b>Lead Speaker</b>	<b>For Information / Decision</b>
	<ul style="list-style-type: none"> <li>I will turn it over to you, Gabriela, to lead this discussion.</li> </ul>		
<b>5. Inuit Child First Initiative (Inuit CFI)</b> <ol style="list-style-type: none"> <li>Long-term Approach for Inuit CFI (TBC)</li> <li>Travel Discussion</li> <li>Food Security Investments</li> <li>Inuit CFI Data Report and Infographic (TBC)</li> </ol> <p>Approx. 45 minutes</p>		Heather MacPhail          Kirstin Doull / Sarah Steeves	For Discussion

s.21(1)(a)

s.21(1)(b)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)		Lead Speaker	For Information / Decision
			Caitlin Onalik / Sarah Steeves	For Discussion
			Caitlin Onalik Sarah Steeves	For Discussion
			Caitlin Onalik or Sarah Steeves	For Discussion
Lunch – 1 hr 15 mins				
6. Non-Insured Health Benefits (NIHB)			Heather MacPhail Greg Babstock	For Information

s.21(1)(a)

s.21(1)(b)

s.19(1)

s.21(1)(a)

s.21(1)(b)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
Approx. 45 minutes			
		Heather MacPhail	
		Nicholas Pope	
		Heather MacPhail	For Information

s.21(1)(a)

s.21(1)(b)

s.19(1)

s.21(1)(a)

s.21(1)(b)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
Approx. 1 hour 15 mins total for all items	<p><b>b. Indigenous Health Legislation</b></p> <ul style="list-style-type: none"><li><i>I would like to recognize all the work that NTI, and all our Inuit partners, have done on the engagement and the initial stages of the co-development of the Indigenous health legislation. I know that a great deal of time was dedicated to this work.</i></li><li><i>ISC is exploring the option to move forward on the Inuit-specific stand alone legislation. Our colleagues at the national office are in discussions on potential next steps with ITK. We are hoping to have a decision on next steps in advance of the next Inuit-Crown Partnership Committee meeting in May.</i></li></ul> <p><b>[Background from SPP]</b></p>	Heather MacPhail <div></div>	For Discussion

s.21(1)(a)

s.21(1)(b)

s.19(1)

s.21(1)(a)

s.21(1)(b)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
	<p><b>c. Indigenous Health Equity Fund (IHEF)</b></p> <ul style="list-style-type: none"> <li><i>We've committed to sharing information on this fund with you all as it evolves. I understand that ITK's Board of Directors is expected to discuss their funding allocation methodology sometime later in May, at which time the allocation for each Inuit Treaty organization will be finalized.</i></li> <li><i>I am encouraged to hear that we are getting closer to implementation.</i></li> <li><i>I know that this funding will not address every gap, but it will provide a strong, long-term foundation for strategic planning, and supporting greater Indigenous self-determination in the area of health.</i></li> <li><i>I expect that you will take the time you need to figure out how best to address health gaps in Nunavut and that this trilateral partnership table will continue to be a strength in guiding decisions on this funding.</i></li> <li><i>Plus, when taken together with Health Canada funding, there might be more opportunities for collaboration. I recall that several shared priorities were identified at the trilateral meeting with Health Canada, held here in Iqaluit in August last year (increasing the number of Inuit working in health care, infrastructure, the elimination of tuberculosis, mental wellness and data).</i></li> <li><i>Once the decision on funding allocations has been finalized, I would be interested to hear more about your priorities and activities being undertaken through the fund. Perhaps this could be an item for future discussion?</i></li> </ul>	<p>Heather MacPhail</p>	

s.21(1)(a)

s.21(1)(b)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)		Lead Speaker	For Information / Decision
11. Partnership Table Guiding Documents a. Finalization of Terms of Reference b. Next Steps for the Joint Work Plan				

s.19(1)

Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
	<p>would appreciate a whole-of-government approach at the federal level, the ICPC could offer an opportunity for broader collaboration.</p> <ul style="list-style-type: none"> <li>• <i>Taking a focused approach to our work plan, is recommended, so we don't overwhelm and we can build upon it as things are going well.</i></li> </ul>		
<p><b>12. Closing Remarks &amp; Next Meeting</b></p> <p>Approx. 15 minutes</p>	<p><b><u>Closing Remarks:</u></b></p> <ul style="list-style-type: none"> <li>• <i>It's been an eventful couple of days, and it was great that [REDACTED] and [REDACTED] were able to join our Table for the first time yesterday. It's clear that we have a number of priorities as we work to build this into our joint workplan over the coming months. We have a lot of important work to do together, and it's wonderful that we have this Table as a forum to come together.</i></li> <li>• <i>I wanted to mention that the agenda planning meeting was a good way to engage a bit deeper on how we can best use our time together, and I hope we can continue the practice of meeting ahead of our in-person meetings. I think between the workplan and forward agenda planning, we will be able to strategically move forward on our shared priorities.</i></li> </ul> <p><b><u>Next Meeting:</u></b></p> <ul style="list-style-type: none"> <li>• <i>With respect to the next trilateral meeting, we are proposing to have it sometime in the spring, likely in April similar to this year. We will continue to make it so we have as much of a 2-day meeting as possible, or as folks are willing to meet.</i></li> <li>• <i>Also, at the last Partnership Table meeting, it was mentioned that we could also look into the possibility of holding the meeting in a community other than Iqaluit. Gauging whether this is something we are still interested in planning, or if logistically, it makes more sense to keep the meetings in Iqaluit? If we were to plan for a different community, I would lean on others to provide recommendations so that we are able to secure a space and accommodations for this larger group.</i></li> </ul>	<p>Heather MacPhail</p>	<p>For Decision</p>



Agenda Item	Speaking Points ( <i>italicized</i> ) & Information Notes (regular)	Lead Speaker	For Information / Decision
	<ul style="list-style-type: none"><li>• <i>If there are emerging issues where a trilateral discussion is required before the next meeting, we will continue to connect bilaterally on an ongoing basis, and correspond via email as often as needed.</i></li><li>• <i>My team will send out a meeting invite placeholder for the mid-April.</i></li></ul>		

**Pages 483 to / à 484  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

s.17

## Quilty, Jamie Lee

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**From:** Larose, Mathieu  
**Sent:** Friday, November 22, 2024 6:17 PM  
**To:** Peterkova, Sue  
**Cc:** Heffernan, Bryna; Low, Sharon; Pope, Nicholas (he-il); Lenihan, Megan (she); Steeves, Sarah  
**Subject:** For Input: Annotated Notes for NU Partnership Table - December 4-5  
**Attachments:** Community Food Projects Nunavut Nov 2024.pdf; Annotated Agenda - NU Partnership Table on Health - Dec 4-5 2024 PSD Edits.docx; Action Items\_Apr2024 PSD input.docx

Hi everyone,

Thank you PSD team for providing your input. This is approved but in consideration of the following comments:

- ICFI: Suggest removing the discussion on ICFI travel identified for Policy. There is nothing new to report here. We have briefed on it in the past, and any new issues that people may want to raise will be in relation to the general update (new direction).
- NIHB: Anticipating an update to the annotated agenda based on our meeting with NTI next week. I think that Nick's update should include a short synopsis of what the NiCoH/NIHB Committee is about, how often they meet, the workplan that has been developed, and the opportunities (i.e. policy discussions) through this committee and the perceived challenges.

Mathieu

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**From:** Heffernan, Bryna  
**Sent:** Thursday, November 21, 2024 5:02 PM  
**To:** Larose, Mathieu  
**Cc:** Steeves, Sarah ; Low, Sharon ; Pope, Nicholas (he-il) ; Lenihan, Megan (she)  
**Subject:** FW: For Input: Annotated Notes for NU Partnership Table - December 4-5

**\*Recalled previous message to attach correct AI list\***

Hi Mat,

Please see PSD's input to the annotated agenda and Action Item list for the upcoming NPTH meeting for your approval. Input from Sharon, Nick and Sarah has been incorporated (Thanks, all!)

- FYI, items were highlighted by Sue for our attention. PSD edits are tracked in the attached.

To satisfy one of the Ais for Inuit CFI, we propose that the attached list of community food projects be shared along with meeting materials.

PSD input is due to Sue **COB tomorrow**.

Thank you,

Bryna

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**From:** Peterkova, Sue <[sue.peterkova@sac-isc.gc.ca](mailto:sue.peterkova@sac-isc.gc.ca)>  
**Sent:** Thursday, November 14, 2024 9:31 AM  
**To:** [REDACTED]

**Cc:** Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>

**Subject:** For Input: Annotated Notes for NU Partnership Table - December 4-5

Good morning Sarah and Bryna,

Apologies in advance for this loaded email, but please see attached the very preliminary draft annotated agenda for the upcoming Nunavut Partnership Table on Health meeting on December 4-5<sup>th</sup>, for PSD's input.

I've attached the current agenda as well as the previous annotated agenda from the April meeting (in case you wanted to reference). I've pulled out the PSD-related pieces below, but they sections are highlighted in the draft annotated for quick reference. If applicable, can PSD please prepare a few annotated notes for the following items:

- 1. Mental Wellness:**
  - a. Nunavut Suicide Prevention Action Plan
  - b. Mental Wellness Teams Approach
- 2. School Food Programming** (For context: Maureen spoke with Gabriela Goodman, and Gabriela wanted to add School Food Programs to the agenda, as she would like to share what they've been hearing with respect to school food funding, and also she's seeking follow-up from NTI on an inventory of school food funding that they mentioned they were doing.
- 3. Inuit Child First Initiative (Inuit CFI)**
  - a. Long-term Approach for Inuit CFI (TBC)
  - b. Travel Discussion
  - c. Food Security Investments
  - d. Inuit CFI Data Report and Infographic (TBC)
- 4. Non-Insured Health Benefits (NIHB)**
  - a. Optometry Services for Children & Collaboration with the Department of Education
  - b. Status Update on Contribution Agreements

If you have any information regarding the other agenda items that would be helpful for Heather to either know or provide an update on, please send them along and I will incorporate them into the notes.

Lastly, attached are the action items list from the April meeting – there are a few for Inuit CFI. Let me know if you'd like me to send you the meeting minutes or anything else to help with completing these.

If you could please send me your input by **COB on Friday, November 22<sup>nd</sup>**, that would be great.

Thank you!  
Sue

### Inuit Child First Initiative Funded Community Food Projects - Nunavut

Recipient	COMMUNITY	DATES OF COVERAGE/ FISCAL YEARS
Municipality of Clyde River	Clyde River	Jul 2023-Mar 2025
Hamlet of Pond Inlet	Pond Inlet	Nov 2023-Mar 2025
Hamlet of Qikiqtarjuaq	Qikiqtarjuaq	Nov 2023-Mar 2025
Hamlet of Whale Cove	Whale Cove	Nov 2023-Mar 2025
Hamlet of Pangnirtung	Pangnirtung	Feb 2024-Mar 2025
Hamlet of Grise Fiord	Grise Fiord	Feb 2024-Mar 2025
Hamlet of Coral Harbour	Coral Harbour	Apr 2024-Mar 2025
Hamlet of Kimmirut	Kimmirut	Apr 2024-Mar 2025
Hamlet of Arviat	Arviat	Apr 2024-Mar 2025
Hamlet of Baker Lake	Baker Lake	May 2024 - Mar 2025
Hamlet of Taloyoak	Taloyoak	May 2024 - Mar 2025
Hamlet of Sanikiluaq	Sanikiluaq	May 2024 - Mar 2025
Hamlet of Igloolik	Igloolik	May 2024-Mar 2025
Hamlet of Cambridge Bay	Cambridge Bay	June 2024-March 2025
Hamlet of Chesterfield Inlet	Chesterfield Inlet	June 2024-March 2025
Hamlet of Arctic Bay	Arctic Bay	June 2024-March 2025
Hamlet of Rankin Inlet	Rankin Inlet	June 2024-March 2025
Hamlet of Sanirajak	Sanirajak (Hall Beach)	July 2024-March 2025
Hamlet of Kinngait	Kinngait (Cape Dorset)	July 2024-March 2025
Hamlet of Nauyasat	Nauyasat	Sept 2024-March 2025
Hamlet of Gjoa Haven	Gjoa Haven	Oct 2024-March 2025
Iqaluit	Iqaluit	Nov 2024 - Mar 2025
Hamlet of Kugaaruk	Kugaaruk	Oct 2024-March 2025

*Updated as of: November 21, 2024*

Quilty, Jamie Lee

**From:** Larose, Mathieu  
**Sent:** Thursday, January 30, 2025 10:40 AM  
**To:** Taylor, Sara (she); Casey, Darryl; Blahey, Laurie  
**Cc:** Dulude, Stephanie (she-elle); Steeves, Sarah; Ouellette, Andrew; Doull, Kirstin (she-elle); Onalik, Caitlin (she-elle); Heffernan, Bryna  
**Subject:** FOR RE APPROVAL: Annotated agenda for the urgent discussion with JP/ICFI ADM re: Carry-forwards, Commitments & Communications  
**Attachments:** Annotated Inuit CFI Agenda NR\_PSD.docx

Hi REO,

PLease find for Heather’s review the draft annotated agenda for the urgent discussion with JP/ICFI ADM re: Carry-forwards, Commitments & Communications. I don’t think the meeting has been set yet but the content reflects the discussion we are hoping to have.

Big thanks to Policy and PSD staff for collaborating on the content. Steph has approved.

Mathieu

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**From:** Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>  
**Sent:** Wednesday, January 29, 2025 6:00 PM  
**To:** Doull, Kirstin (she-elle) <Kirstin.Doull@sac-isc.gc.ca>; Dulude, Stephanie (she-elle) <Stephanie.Dulude@sac-isc.gc.ca>  
**Cc:** Steeves, Sarah <Sarah.Steeves@sac-isc.gc.ca>; Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>; Onalik, Caitlin (she-elle) <caitlin.onalik@sac-isc.gc.ca>  
**Subject:** RE: draft agenda

Thank you all for the great collaborative work and for the opportunity to review. I’ve made a couple edits and added a section on JP at the end that I also think we should not delay in addressing.

Mathieu

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**From:** Doull, Kirstin (she-elle) <Kirstin.Doull@sac-isc.gc.ca>  
**Sent:** Wednesday, January 29, 2025 2:40 PM  
**To:** Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>; Dulude, Stephanie (she-elle) <Stephanie.Dulude@sac-isc.gc.ca>  
**Cc:** Steeves, Sarah <Sarah.Steeves@sac-isc.gc.ca>; Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>; Onalik, Caitlin (she-elle) <caitlin.onalik@sac-isc.gc.ca>  
**Subject:** FW: draft agenda

Hi Mat and Stephanie,

Attached for your approval is an annotated agenda for the upcoming meeting between Heather and JC. Please let us know if you would like to see any changes. In terms of an agenda to share with Julien, a streamlined version of the attached is what would be shared:

- Agenda- Inuit CFI – Northern Region
- Scope & Carry Forward
    - Existing CA’s and operational guidance (Education, Food Vouchers, Early Years/Daycare)
    - Education services interruption.
    - Timelines and process (49 CA’s in NR ending March 31st)
  - Travel Approvals
    - Current Status and direction on requests with return date after March 31
  - Communication
    - Communication of eligibility/Carry forward
  - Jordan’s Principle 25/26 and 26/27 commitments

Thanks to Caitlin, Sarah and Andrew.  
K

## Inuit CFI Annotated Agenda

*The objective of the meeting is to clarify what can and cannot be communicated or approved. Afterward, we will follow up by sending an email to HQ summarizing any guidance we receive, stating our current process as to ensure there is a written record of the operational direction.*

*In order for the northern region to support recipients, we will need information and answers to the questions below by February 7<sup>th</sup>.*

## Scope and Carry Forward

### Questions:

1. Can NR support DEA's and other recipients to finish the school year? This is a 3 month extension on funding.
  - a. Pending a decision on that question: Can we approve carry-forward for recipient of school-based supports?
2. Can we approve carry forward for the food vouchers?
3. Can we approve carry forward for the early years/daycare projects?

### Context:

**Question 1:** As per the terms of the contribution agreement, a recipient with a fixed agreement can carry forward any surplus without requiring an approved plan to continue the same activities as they have already been approved for and regardless of new operational direction. NR has 11 Hamlets that are delivering food voucher projects that receive funding through fixed agreements that have the ability to continue to deliver per the terms of their agreements.

**Question 2:** For those not in Fixed agreements who have to submit carry forward plans, given that the carry forward has to be in line with new operational guidelines -Education, school food and supports- will not be permitted to be carried forward. This will result in cutting services in the middle of the school year, which will have a significant impact on children. Carry forward options will also result in unequal opportunities across the territory as a result of FA model type.

**Additional Context:** The administrative load in the northern region is high. For instance, there are **63** CAs with ICFI funding; **49** of these are expiring and **14** already have other funding for next FY.

Timelines for 49 CA's – potential extensions needed to be signed by both parties before March 31<sup>st</sup>. We are running out of time to be able to complete this process. In order to extend agreements, the region will need to shift resources away from other priorities, or will require outside support.

## Inuit CFI Travel

### Questions/ Statements:

1. Can NR approve requests where outbound travel is prior to March 31<sup>st</sup>, but return travel is expected to be after March 31<sup>st</sup>, if they are linked to confinement travel or meet the October operational guidance?
2. **Statement:** The northern region is continuing to approve confinement travel requests from Nunavut and other travel requests that meet the October operational guidance, provided the return travel is estimated to be prior to March 31<sup>st</sup>. All Inuit CFI travel requests with an

outbound travel date April 1st or beyond are being placed on hold until a funding source for 2025-26 is confirmed.

3. **Statement:** There is financial risk for next fiscal year. In the event that Inuit CFI funding is not secured by April 1st, there may be some financial liabilities that carry into the new year. For example; the northern region will have some travel cases where children are already out of community on approved Inuit CFI Travel, where their travel will need to be extended beyond March 31st if their parent(s) do not receive medical clearance prior to March 31st.

### **Context**

**Question 1:** NR is seeking direction from you on how to handle requests where the outbound travel is prior to March 31st, but return travel is expected to be after March 31st.

Approved Inuit CFI Travel requests often extend beyond the initial approval period, due to the fact that the children's return travel is linked to the parent's return travel, and the parent's medical clearance for return travel is issued by the territorial government. Medical clearance dates can never be firmly established prior to travel.

Forcing children previously approved to travel with their parents to return home (alone) prior to March 31st will not be possible and would result in significant safety concerns, strained relationships with key partners (such as ITOs and GN and GNWT), and negative media coverage.

### **Communication**

#### **Question/ Statement**

1. Is there a plan for National to share standard direction across regions? If yes, when?
2. If activities are not eligible (due to operational direction) how and when will this be communicated.
3. In terms of operational guidance, when will the approach for ICFI approvals differ from Jordan's Principle?
4. **Statement:** Concerns from ITO's that communication has gone directly to individual recipients or ITO's prior to the committee and this is in conflict with shared responsibility.

#### **Context:**

If activities are not eligible (due to operational direction) how and when will this be communicated. There is a level of urgency to communicate more specific direction as soon as possible.

In order for the northern region to support recipients, we will need information on the above questions by February 7<sup>th</sup>. This is to limit inconsistent messaging and further setting expectations that recipients are able to carry forward funding, that is ineligible, potentially being recovered in the next fiscal year.

Communicating only with recipients with eligible funding, as per the October 2024 direction, will further confuse and create disparities and inequities across territories and within territories.

### **Jordan's Principle 25/26 and 26/27 Commitments**

Understanding that this is a meeting dedicated to ICFI, we would also like to discuss the issue of Jordan's Principle commitments that you brought to our attention.



### Question/statement

1. Have you had a chance to reflect on the 25/26 and 26/27 commitment that NR provided?
2. **Statement:** There are important considerations and risks associated with ANY decision/action on the future commitments. Namely:
  - a. Clean slate vs status quo and moving forward in the new operational landscape with projects that continue to follow old guidance up to two years would result in inconsistency/unfairness in access across the north
  - b. A clean slate decision involves terminating/de-committing an incredible amount of funding linked with service delivery and service coordination positions (up to 632.5 service delivery and 21.5 service coordination), some of which are tied to collective bargaining rights.
  - c. Operational runway to deal with agreement terminations/de-commitment is extremely narrow between now and FY end. ICFI issue raised above would monopolize our entire capacity.
  - d. If a decision is to decommit some or all existing commitments, NR could halt payments as of April 2025, but would need Comms ASAP to ensure clients are not caught off guard last minute, or begin to cash manage future year projects.

## Quilty, Jamie Lee

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**From:** Larose, Mathieu  
**Sent:** Tuesday, December 10, 2024 6:16 PM  
**To:** Doull, Kirstin (she-elle); Onalik, Caitlin (she-elle); Heffernan, Bryna  
**Cc:** Dulude, Stephanie (she-elle)  
**Subject:** FW: For immediate implementation - New Guidance on Urgent Request Classification

FYI -

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**From:** MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>  
**Sent:** Tuesday, December 10, 2024 5:25 PM  
**To:** [REDACTED] Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>  
**Cc:** Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>  
**Subject:** FW: For immediate implementation - New Guidance on Urgent Request Classification

---

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrincipe-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrincipe-principejordan@sac-isc.gc.ca)>  
**Sent:** Tuesday, December 10, 2024 4:29 PM  
**To:** Brouillard, Aimee <[Aimee.Brouillard@sac-isc.gc.ca](mailto:Aimee.Brouillard@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Dumulon, Louis (il-he) <[Louis.Dumulon@sac-isc.gc.ca](mailto:Louis.Dumulon@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Gillies, Aneta <[aneta.gillies@sac-isc.gc.ca](mailto:aneta.gillies@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Abdi, Adan <[adan.abdi@sac-isc.gc.ca](mailto:adan.abdi@sac-isc.gc.ca)>; Howell, Glenn <[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca)>; Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Musgrave, Sandra <[sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca)>; Onyegbula, Cynthia <[cynthia.onyegbula@sac-isc.gc.ca](mailto:cynthia.onyegbula@sac-isc.gc.ca)>; Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>; Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>; Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>; Chow, Carina <[Carina.Chow@sac-isc.gc.ca](mailto:Carina.Chow@sac-isc.gc.ca)>; Thibeault, Julia <[julia.thibeault@sac-isc.gc.ca](mailto:julia.thibeault@sac-isc.gc.ca)>; McCarthy, Angela (she-elle) <[Angela.McCarthy@sac-isc.gc.ca](mailto:Angela.McCarthy@sac-isc.gc.ca)>; Desjarlais, Peter <[peter.desjarlais@sac-isc.gc.ca](mailto:peter.desjarlais@sac-isc.gc.ca)>  
**Cc:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Rutherford, Erin <[erin.rutherford@sac-isc.gc.ca](mailto:erin.rutherford@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Shah, Lena <[Lena.Shah@sac-isc.gc.ca](mailto:Lena.Shah@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Loh, Kimberley (use my name) <[kimberley.loh@sac-isc.gc.ca](mailto:kimberley.loh@sac-isc.gc.ca)>; St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>; Amurawaiye, Oyinda <[oyinda.amurawaiye@sac-isc.gc.ca](mailto:oyinda.amurawaiye@sac-isc.gc.ca)>  
**Subject:** For immediate implementation - New Guidance on Urgent Request Classification

Hello Regional Directors and Regional Executives,

Please share this information with all Jordan's Principle Regional Staff. We will provide the French version in the coming days.

On November 21, 2024, the CHRT released a summary ruling with reasons to follow related to the non-compliance motion filed by the Caring Society in December 2023 and the cross-motion filed by Canada in March 2024.

The CHRT ruling clarifies that Canada can pursue operational changes regarding the self-identification of urgent requests and provided clarification on what constitutes an urgent request.

**The Tribunal has clarified that these aspects of Back to Basics are not in line with the Tribunal’s orders and should be eliminated:**

- Self-declaration of urgent cases when no health or other qualified professional is involved (the Tribunal will revisit this once the parties have defined the terms “qualified professional” as they co-develop objective criteria to be used to identify urgent Jordan’s Principle requests).
- Canada’s interpretation that there is no possibility of re-classifying an urgent case as a non-urgent case.
- The requirement that once identified, every request must be dealt with in the same way with zero flexibility for escalating matters whose facts, on their face, could justify increased attention.
- The inability for ISC to prioritize matters.

**As clarified by the Nov 21, 2024 summary ruling by the CHRT, in the interim, urgent requests include:**

- Life threatening cases;
- Cases involving end-of-care/palliative care;
- risk of suicide;
- risk to physical safety;
- no access to food or basic necessities;
- risk of entering the child welfare system;
- caregivers and children fleeing from domestic;
- the “time sensitive nature” of a case could also make it urgent.

**As a result of the above clarification from the Tribunal, the below requires immediate implementation for urgent requests:**




1. **Prioritize and triage:** ISC will escalate, prioritize, and triage urgent requests as required.
2. **Implement the interim definition of Urgency:** Adopt the attached “interim urgency definition”; determine requests are urgent or non-urgent based on the interim urgency definition and assign the appropriate classification level within the Case Management System.
3. **Implement assessment and re-classification of Self-Declared Urgent requests:** Jordan’s Principle will assess a self-declared urgent request based on the interim urgent definition and assign or reclassify the appropriate level using the Priority Urgent flag in CMS (urgent or non-urgent) **except when urgency is recommended by a health or other qualified professional.** Jordan’s Principle must process a request as urgent when the urgency is identified by a health or other qualified professional.

Please note, National Headquarters is currently working on guidance around who is a health or other qualified professional, pending consultations ordered by the Tribunal between the parties. On an interim basis, please use the definition provided in the supporting document below.

Should your teams have the capacity to assess urgent requests in the backlog in accordance with the interim urgency definition and ability to re-classify, we encourage regions to begin this work while a more fulsome plan to address backlogs is developed.

**Supporting Documentation**

	<b>Purpose</b>	
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<b>Key Messages - Definition of Urgent</b>	To support Regional and NCC staff interactions with requestors, service coordinators, etc., an overview of the new guidance and key messages for external use	 Key Messages - Identification ...
<b>Definition of Urgent and CMS Guidance - Priority Urgent Clarifications</b>	As part of the latest Jordan's Principle Case Management System (CMS) release, training on <b>Priority Urgent</b> was provided to impacted regional staff.  Overview of guidance to implement in the Case Management System with flow chart.	 Definition of Urgent and CMS...
<b>Interim Definition of a Health or other Qualified Professional</b>	To support regions in identifying valid letters of support	 Recognition of a health profes...

Should you have questions, do not hesitate to contact us at Service Delivery & Operations - Jordans Principle / Principe de Jordan  
[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)

Thank you,

Liliana Gutierrez  
She/elle  
A/Director General, Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)

## KEY MESSAGES FOR FRONT LINE STAFF RE: THE DEFINITION OF URGENT

### ***Summary of new guidance***

- On November 21, 2024, the Canadian Human Rights Tribunal (CHRT) issued a summary ruling with reasons to follow related to the non-compliance motion filed by the Caring Society in December 2023 and the cross-motion filed by Canada in March 2024.
- Requestors may still self-declare requested items as urgent, however the **Urgency** of a request will be assessed by ISC based on the interim urgency definition.
  - ISC will now re-classify a self-declared urgent request to non-urgent if it does not meet the interim definition criteria, using the Jordan's Principle Case Management System process noted in the bullet below, except where a health or other qualified professional has stated the request is urgent.
- In order to report on the impact and potential reduction in the number of submitted requests that are self-declared urgent, **end-users will continue with the current practice**, which allows for the categorization of urgent requests: use the "Urgent" flag when the requestor has indicated urgency, and use the **secondary flag** for the interim definition of urgent or to indicate if it does not meet the definition of priority urgent.
  - Instructions on data entry into the Jordan's Principle Case Management System is available in the updated *Priority Urgent training* and *Flow Chart: How to Reclassify Requests*.
- Jordan's Principle staff can also now further escalate urgent requests and/or prioritize urgent requests. ISC will now address urgent requests based on the degree of urgency. ISC will check each request for urgency, re-classify when appropriate and prioritize urgent requests as appropriate.
- The Integrated Product Management Team is exploring options for the Jordan's Principle Case Management System to support triaging.

### ***For external use: Key messages for Regional and National Call Centre staff interactions with requestors, service coordinators, etc.***

- The process for identifying a Jordan's Principle request as urgent has changed following the Canadian Human Rights Tribunal summary ruling released on November 21, 2024.
- We are making this change in operations to ensure requestor-identified urgent requests that are more appropriately characterized as non-urgent do not delay ISC's ability to respond to truly urgent requests.
- We understand this may create questions and concerns as we navigate these changes. At this time, we are continuing to prioritize requests supporting vulnerable children and those

for whom the lack of urgent essential services would pose risk of irremediable harm to the child. The changes to urgent requests are as follows:

- Previously, ISC accepted the requestor's identification of a request as urgent and would not re-classify the request to a lower level of urgency.
- Effective immediately, ISC will determine if the request is urgent by assessing the products, services and supports requested, and circumstances of the child, against the CHRT interim definition of urgency. This interim definition will be used until a final definition is determined as part of the ongoing non-compliance motion proceedings.
- Urgent requests include life-threatening, end-of-life, palliative care, suicidal ideation, the risk of irremediable harm, no access to food or basic necessities (to be defined by the parties) ;risk of entering the child welfare system;caregivers and children fleeing from domestic violence; the "time sensitive nature" of a case could also make it urgent.
- In instances where a health or other qualified professional has indicated the request is urgent, it will be remain classified as urgent.

While we consider all requests in support of First Nations children to be of the highest priority, many of them are more properly characterized as non-urgent.

- Our goal is to continue to implement Jordan's Principle to best meet the distinct needs of First Nations children, and that this is done in the most efficient and effective way.

# Interim Definition of Urgent CMS - Priority Urgency Clarifications

## Overview

The "Priority Urgency" field is used to classify request urgency based on the interim urgency definition. All compliance timelines are based on the original Urgency field, excluding those classified under the Priority Urgency option "Does not meet definition of priority urgent".

ISC staff will determine whether a request is Urgent or Non-Urgent based on the interim urgency definition or documentation from a health/other qualified professional that indicates the request is urgent.

## Interim Urgency Definition

To the extent the products, services or supports requested through Jordan's Principle for First Nations child(ren) are linked to the child's specific urgent circumstances, we must apply the Tribunal's interim definition of urgent, pending the outcome of Tribunal-assisted mediation with the parties.

The Tribunal's ruling expressly states that urgent cases include:

- Life threatening cases;
- Cases involving end-of-care/palliative care;
- risk of suicide;
- risk to physical safety;
- no access to food or basic necessities
- risk of entering the child welfare system;
- caregivers and children fleeing from domestic violence
- the "time sensitive nature" of a case could also make it urgent.

## Priority Urgency Options Explained

**Assess for Priority** – Requested item's urgency has not yet been assessed by ISC staff. This is the default value for all newly created items.

**Does Not Meet Definition of Priority Urgent** – Requested item was declared urgent by the requestor but does not meet the interim urgency definition and has been reclassified as non-urgent.

**\*Palliative Care** – Requested item is required to support the child's end-of-life care and/or palliative care.

**\*\*\*Risk of harm (self or others)** - Requested item is required due to a situation in which there is a risk of irreparable harm to the child or there is a risk that the child will harm others.

- Life threatening cases;
- risk to physical safety;
- no access to food or basic necessities;
- risk of entering the child welfare system;
- caregivers and children fleeing from domestic violence;

**\*\*Suicidal Ideation** – Requested item is required as the child has indicated that they are thinking about, considering or planning suicide.

**\*\*\*Other** –Exceptional case where requested item is required due to any other situation in which the child is at risk and help is needed immediately. This option requires a rationale written in the item long description.

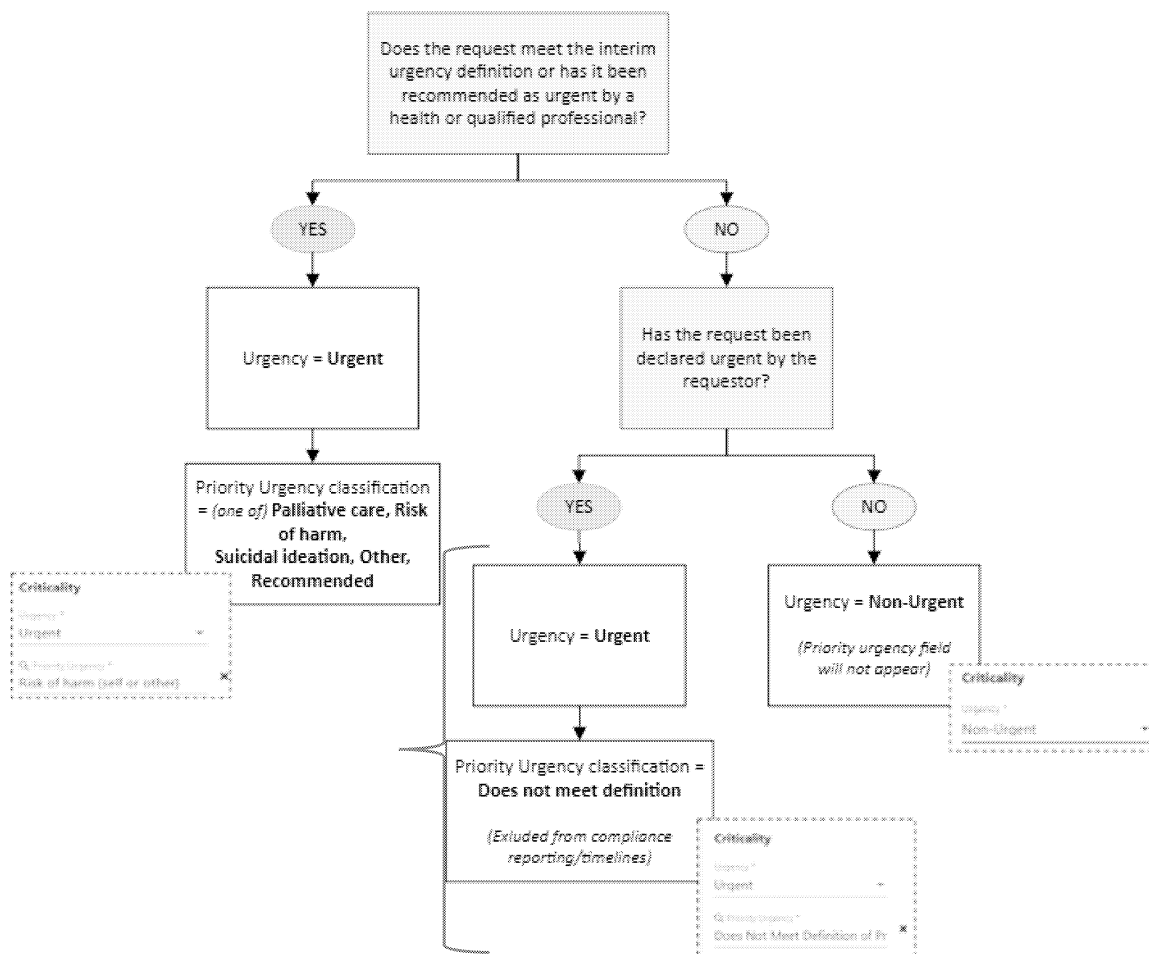
The “time sensitive nature” of a case could also make it urgent.

**Recommended** – Requested item has been deemed urgent by a health or other qualified professional and does not satisfy one of the other Priority Urgency options.

### Urgency Classification

The following flowchart will support regions in classifying requests as either:

- **Urgent** (to further classify using Priority Urgency field) - **OR** -
- **Non-Urgent** (no further classification as Priority Urgency field will not appear)



**NOTE:** Classifying requestor declared urgent requests as Urgent, and utilizing the Priority Urgency classification "Does not meet definition of priority urgent" will allow ISC to report on the proportion of requests declared Urgent, but that do not meet the interim urgency definition and have not been recommended urgently by a health/other qualified professional. These will be excluded from compliances reporting.



**Page 499**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Larose, Mathieu  
**Sent:** Wednesday, February 19, 2025 3:36 PM  
**To:** Heffernan, Bryna  
**Subject:** FW: For Review: IRC-ISC Meeting Minutes Feb 10  
**Attachments:** IRC-ISC Bilateral Meeting - Feb 10 - Meeting Minutes.docx  
  
**Categories:** Key Information

I wasn't at the meeting. If you can confirm the content with Managers who were present, that would be great.

Thanks!

---

**From:** Leung, Derek  
**Sent:** Wednesday, February 19, 2025 1:00 PM  
**To:** Larose, Mathieu ; Heffernan, Bryna  
**Cc:** Bakker, Kaitlyn (she-elle)  
**Subject:** For Review: IRC-ISC Meeting Minutes Feb 10

Hi Mat and Bryna,

Please see attached the IRC-ISC Bilat meeting minutes if you have any comments or edits. If I could get them back by next Monday, that would be great!

Thank you!  
Katie

s.19(1)  
s.20(1)(b)

**IRC – ISC FNIHB Bilateral Meeting Summary**  
February 10<sup>th</sup>, 2025  
2:00 PM to 3:00 PM (EDT) / 12:00 AM to 1:00 PM (MDT)  
MS Teams

**Participants**

Organization	Name	Title
Inuvialuit Regional Corporation		
Indigenous Services Canada – First Nations and Inuit Health Branch	Heather MacPhail	Regional Executive, Northern Region
	Stephanie Dulude	Regional Director, Policy
	Sara Taylor	Sr. Advisor
	Bryna Heffernan	Policy Advisor
	Sharon Low	Sr. Manager, Programs and Service Delivery
	Alisar Ibrahim	Senior Policy Analyst
	Kirstin Doull	Manager, Policy
	Caitlin Onalik	Policy Analyst
	Derek Leung	Manager, Policy
	Katie Bakker	Policy Analyst

**Meeting Summary**

Agenda Item	Discussion Summary	Action Items
Inuit Child First Initiative		

Health plan			
Dental			
Anti-Indigenous Racism Funding			

Next Steps		
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**Quilty, Jamie Lee**

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**From:** Doull, Kirstin (she-elle)  
**Sent:** Wednesday, February 26, 2025 12:24 PM  
**To:** Larose, Mathieu  
**Cc:** [REDACTED] Ouellette, Andrew; Onalik, Caitlin (she-elle); Heffernan, Bryna; Dulude, Stephanie (she-elle)  
**Subject:** FW: FOR REVIEW AND INPUT: List of questions from Inuit partners - February 11, 2025 Inuit CFI Co-Development Steering Committee  
**Attachments:** Questions from Inuit partners - Feb. 11 2025 V3.docx

Hi Mat,

I wanted to share these “draft” Q&A’s from the HQ ICFI Policy team. These are responses to questions ITK and ITO’s have raised at either the co-development meeting or one-on-one meetings HQ has with ITK (the last one of these being yesterday). While these are currently **draft** and **cannot be used externally**, there are a few more details than what we have received to date and some confusing details (*If funding is not renewed by April 1, 2025, ISC will implement a contingency plan to attempt to minimize the impact on Inuit children receiving educational supports. FNIHB Regional Offices will work with recipients to discuss potential alternatives to ensure Inuit children continue to receive the support they need until the end of the school year.*) Caitlin is comparing what is included in this document with responses being captured in the master chart.

The document is currently with Liliana’s team for additional input. Jenny has indicated that they will be shared with RE’s, once finalized / later.

I am not sure when your next conversation is on the ops side, but this document could be raised to ensure all have the same information and that we are being consistent and timely with messages going out to regions and partners.

We can keep you posted as we hear any further details from the ICFI Policy team on this Q&A.

K

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**From:** Tierney, Jenny (she-elle)  
**Sent:** Wednesday, February 26, 2025 9:58 AM  
**To:** Doull, Kirstin (she-elle) ; [REDACTED] Ouellette, Andrew ; Onalik, Caitlin (she-elle)  
**Cc:** Watson, Britt (she-elle)  
**Subject:** FW: FOR REVIEW AND INPUT: List of questions from Inuit partners - February 11, 2025 Inuit CFI Co-Development Steering Committee

Good morning NR,

Sharing with you as an FYI that these are the question that the Inuit members of the Co-development Steering Committee asked during the call on February 11, as well as some additional questions that they added following a discussion with ITK. We committed to gathering responses as best we could for them. We’ll reshare with you when we have input from SDO.

Jenny

**Jenny Tierney (she/her/elle)**

Acting Manager of Policy | Gestionnaire intérimaire de la politique  
Inuit Child First Initiative | L'Initiative: Les enfants inuits d'abord  
First Nations and Inuit Health Branch | Direction générale de la santé des Premières Nations et des Inuits  
Indigenous Services Canada | Services aux Autochtones Canada  
Cell : (873) 355-0426  
[jenny.tierney@sac-isc.gc.ca](mailto:jenny.tierney@sac-isc.gc.ca)

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**From:** Bouthillette, Amelie <[amelie.bouthillette@sac-isc.gc.ca](mailto:amelie.bouthillette@sac-isc.gc.ca)>

**Sent:** Wednesday, February 26, 2025 9:41 AM

**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrincipe-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrincipe-principejordan@sac-isc.gc.ca)>

**Cc:** Spencer, Courtney <[courtney.spencer@sac-isc.gc.ca](mailto:courtney.spencer@sac-isc.gc.ca)>; Watson, Britt (she-elle) <[britt.watson@sac-isc.gc.ca](mailto:britt.watson@sac-isc.gc.ca)>; Tierney, Jenny (she-elle) <[Jenny.Tierney@sac-isc.gc.ca](mailto:Jenny.Tierney@sac-isc.gc.ca)>; Inuit Child First Initiative / L'initiative Les enfants inuits d'abord <[icfip-ifidp@sac-isc.gc.ca](mailto:icfip-ifidp@sac-isc.gc.ca)>

**Subject:** FOR REVIEW AND INPUT: List of questions from Inuit partners - February 11, 2025 Inuit CFI Co-Development Steering Committee

Good morning SDO colleagues,

As you know, at the last Inuit CFI Co-Development Steering Committee meeting on February 11, 2025, ISC committed to get back to Inuit partners on questions raised during the meeting.

Our team has been compiling those questions and started to populate the attached document with answers to facilitate your review. We also received additional questions from Inuit partners following the meeting which are included in the attachment (highlighted in green).

Could you review the pre-populated answers, and provide any necessary updates or corrections? Additionally, for the questions we left unanswered, we would appreciate it if your team could provide input.

We would request your input by end of day Monday.

Thank you in advance,

**Amélie Bouthillette (she/her)**

Policy Analyst  
Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
[amelie.bouthillette@sac-isc.gc.ca](mailto:amelie.bouthillette@sac-isc.gc.ca)  
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Analyste de politiques  
L'Initiative: Les enfants inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[amelie.bouthillette@sac-isc.gc.ca](mailto:amelie.bouthillette@sac-isc.gc.ca)  
343-596-2150

**Pages 506 to / à 511  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



**Quilty, Jamie Lee**

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**From:** Heffernan, Bryna  
**Sent:** Monday, February 24, 2025 4:43 PM  
**To:** MacPhail, Heather (she-elle)  
**Cc:** Larose, Mathieu; Taylor, Sara (she); Shanks, Bridget; Blahey, Laurie; Casey, Darryl; Ouellette, Andrew  
**Subject:** FW: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding  
**Importance:** High  
**Categories:** Key Information

**Hi Heather** – Response below to your review and approval:

**Internal note:** The data pulled below is approved amounts (which aligns with what HQ pulled, but we note that the reporter asked for expenditures). Our team filtered specifically the item category “educational assistants”.

\*\*\*

Hello,

NR PSD has reviewed the responses provided and noted errors in the data for Q3. It appears that ICFI expenditure data was excluded. Please see an updated response below. Edits can be seen in red font:

**3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?**

From November 21, 2019 to April 1, 2019 to February 17, 2025:

- \$129.5 ~~87.3~~ million in funding was approved for educational assistants in the N.W.T.
- \$20.7 ~~\$18.9~~ million in funding was approved for educational assistants in the Yukon
- \$16.5 million ~~\$90,516~~ in funding was approved for educational assistants in Nunavut

From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$39.1 million in funding was approved for educational assistants in the N.W.T. (an increase from ~~\$17.2 million in 2023-24~~)
- \$9.2 million in funding was approved for educational assistants in the **Yukon** N.W.T. (an increase from ~~\$17.2 million in 2023-24~~)
- \$2.8 million in funding was approved for educational assistants in Nunavut ~~No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)~~

Requests were collected through the Jordan’s Principle Case Management System (extracted 2025-02-2418) and may not align with other analyses.

**From:** McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>  
**Sent:** Monday, February 24, 2025 10:37 AM  
**To:** SAC FNIHB-RDGO-Northern Region ISC <sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca>  
**Cc:** Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Henderson, Libby (she-elle-iskwêwiw) <Libby.Henderson@sac-isc.gc.ca>; Media <media@sac-isc.gc.ca>; Gagnon, Emily <emily.gagnon@sac-isc.gc.ca>  
**Subject:** FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

Good afternoon,

FYI ONLY – Please see the below media call.

**Context:**

Please see below another media call on Jordan's Principle. We are using pre-approved messaging for the proposed response, with new text in blue.

**Approved by:**

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 24, 2025
- Review by Legal Services – pending

\*\*\*

**SUBJECT / SUJET:** Jordan's Principle Educational and Support Assistant funding  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]

**OUTLET / MÉDIA:** [REDACTED]

**EMAIL / COURRIEL:** [REDACTED]

**Interview Request/ Demande d'entrevue:** No

**DEADLINE / ÉCHÉANCE**

**Reporter's Deadline:** 2/24/2025 5:00 PM

**Comms Deadline:** 2/21/2025 5:00 PM

**CONTEXT:**

I'm requesting information about changes to Jordan's Principle and how they will affect educational assistants, referred to as support assistants in the N.W.T.

**QUESTIONS:**

1. What is the current eligibility criteria for educational assistant positions to be funded through JP?
2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?

3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?
4. How many applications have been denied since Canada announced changes to the program approvals?

## PROPOSED RESPONSE:

### 1. What is the current eligibility criteria for educational assistant positions to be funded through JP?

[From the web text]

Jordan's Principle is intended to make sure that First Nations children have substantively equal access to government services, taking into account their distinct circumstances, experiences, and needs as First Nations children.

For information about eligibility and what types of requests are covered:

[Submit a request under Jordan's Principle](#)

For more information about the changes:

[Jordan's Principle Operational Bulletin](#)

### 2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?

*Educational Assistants as defined in the Case Management System:*

Educational assistants act as support staff in elementary and secondary school classrooms, assisting teachers and other classroom staff in carrying out education plans. This may include working with students on their academic studies, assisting children with disabilities or special needs and more. Does not include Therapeutic Assistant-Behaviour Therapists

As of February 17, 2025 there are 16 requests for educational assistants backlogged\* in N.W.T, four in the Yukon, and none in Nunavut.

\*Backlogged requests refer to the number of active requests entered in the Jordan's Principle Case Management System that do not have a decision. This total does not include unopened emails that have not yet been entered into the system, or requests where one or more contact attempts have been made to the requestor for additional information. As of January 17, 2025, the Northern region had no unopened emails in their inbox, so their entire backlog was within the system.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

### 3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?

From April 1, 2019 to February 17, 2025:

- \$87.3 million in funding was approved for educational assistants in the N.W.T.
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From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$33.8 million in funding was approved for educational assistants in the N.W.T. (an increase from \$17.2 million in 2023-24)
- \$9.2 million in funding was approved for educational assistants in the N.W.T. (an increase from \$3.2 million in 2023-24)
- No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

#### **4. How many applications have been denied since Canada announced changes to the program approvals?**

Across all of Jordan's Principle, approximately 950 requests have been denied so far in Q4 2024-25 (January to March 2025); a denial rate of 9%. The denial rate for Q4 2023-24 was 5%.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

\*\*\*

**Quilty, Jamie Lee**

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**From:** Larose, Mathieu  
**Sent:** Monday, February 24, 2025 3:47 PM  
**To:** Taylor, Sara (she); Dulude, Stephanie (she-elle)  
**Subject:** FW: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

My suspicions are confirmed.... We should probably pause that response and review it at NR.

---

**From:** Shanks, Bridget  
**Sent:** Monday, February 24, 2025 3:08 PM  
**To:** Larose, Mathieu  
**Cc:** Heffernan, Bryna  
**Subject:** RE: FYI ONLY - MEDIA REQUEST [REDACTED] / Jordan's Principle Educational and Support Assistant funding

No, that is definitely not accurate. I'm not sure why such a low number would come up for previous FYs and why there would be nothing for 24/25 – my only guess is that the way they're pulling the data is not aligning with how we're categorizing these positions in JPCMS. I can pull some data to get a better idea of the true amount.

**Bridget Shanks**

Jordan's Principle and the Inuit Child First Initiative  
 Northern Region, First Nations and Inuit Health Branch  
 Department of Indigenous Services Canada / Government of Canada  
 Mailing Address: 10 rue Wellington-Suite 1455, Gatineau, QC K1A 0H4  
[bridget.shanks@sac-isc.gc.ca](mailto:bridget.shanks@sac-isc.gc.ca) / [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca)  
 Tel: 1-866-848-5846

Principe de Jordan et L'initiative de l'enfant d'abord  
 Région du nord, Direction générale de la santé des Premières Nations et des Inuits  
 Ministère des Services aux Autochtones / Gouvernement du Canada  
 Adresse postale: 10 rue Wellington-Suite 1455, Gatineau, QC K1A 0H4  
[bridget.shanks@sac-isc.gc.ca](mailto:bridget.shanks@sac-isc.gc.ca) / [principedejordanrn-nrjordanprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprinciple@sac-isc.gc.ca)  
 Tel: 1-866-848-5846

*N'hésitez pas à me répondre dans la langue officielle de votre choix.  
 Please feel free to reply in the official language of your choice.*



Indigenous Services  
Canada

Services aux  
Autochtones Canada

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**From:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 3:01 PM  
**To:** Shanks, Bridget <[Bridget.Shanks@sac-isc.gc.ca](mailto:Bridget.Shanks@sac-isc.gc.ca)>  
**Cc:** Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>  
**Subject:** FW: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

Hi Bridget,

We were sent the below as FYI Only. I'm a bit confused by the information in green below. Off the top of your head, does that seem accurate?

I recall sending the following details to HQ a while back - which would suggest much greater expenditures in NU...

Mathieu

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**Sent:** Monday, February 24, 2025 10:37 AM  
**To:** SAC FNIHB-RDGO-Northern Region ISC <[sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca](mailto:sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca)>  
**Cc:** Crowder, Cassandra <[cassandra.crowder@sac-isc.gc.ca](mailto:cassandra.crowder@sac-isc.gc.ca)>; Henderson, Libby (she-elle-iskwêwiw) <[Libby.Henderson@sac-isc.gc.ca](mailto:Libby.Henderson@sac-isc.gc.ca)>; Media <[media@sac-isc.gc.ca](mailto:media@sac-isc.gc.ca)>; Gagnon, Emily <[emily.gagnon@sac-isc.gc.ca](mailto:emily.gagnon@sac-isc.gc.ca)>  
**Subject:** FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle Educational and Support Assistant funding

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**Approved by:**

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 24, 2025
- Review by Legal Services – pending

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**SUBJECT / SUJET:** Jordan's Principle Educational and Support Assistant funding  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]

**OUTLET / MÉDIA:** [REDACTED]

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Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

\*\*\*



Quilty, Jamie Lee

---

**From:** Larose, Mathieu  
**Sent:** Sunday, November 17, 2024 9:11 PM  
**To:** Larose, Mathieu  
**Subject:** Fwd: WELCOME BACK! + RE/PSD Director Bilat Note (Nov 18, 2024)

Begin forwarded message:

**From:** "Steeves, Sarah"  
**Date:** November 15, 2024 at 18:02:53 EST  
**To:** "Larose, Mathieu"  
**Cc:** "Heffernan, Bryna"  
**Subject:** **WELCOME BACK! + RE/PSD Director Bilat Note (Nov 18, 2024)**

Hi Mat and Welcome Back!  
Sending this along as I was not able to get my input to Bryna earlier in the day. As always, Bryna has done a stellar job pulling this all together (and keeping me on track this week)! Your bilat note is at the bottom of the email as well.

**Sarah Steeves**  
**Senior Manager, Program Delivery – Individual Requests**  
Jordan’s Principle and the Inuit Child First Initiative  
Northern Region, First Nations and Inuit Health Branch  
Department of Indigenous Services Canada / Government of Canada  
[principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca)  
Tel: 1-866-848-5846

**Gestionnaire principal, Prestation de programmes – Demandes individuelles**  
Principe de Jordan et L'Initiative : Les enfants Inuits d'abord  
Région du nord, Direction générale de la santé des Premières Nations et des Inuits  
Ministère des Services aux Autochtones / Gouvernement du Canada  
[principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca)  
Tel: 1-866-848-5846

*Please feel free to reply in the official language of your choice. / N’hésitez pas à me répondre dans la langue officielle de votre choix.*  
\*\*\*

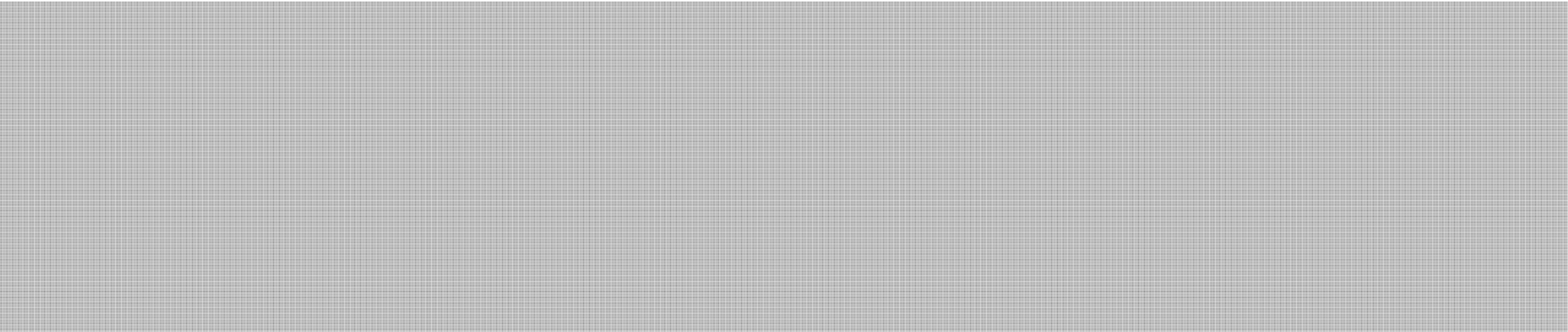
**For your action (flagged red in your inbox):**

**Pages 521 to / à 522**  
**are withheld pursuant to sections**  
**sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

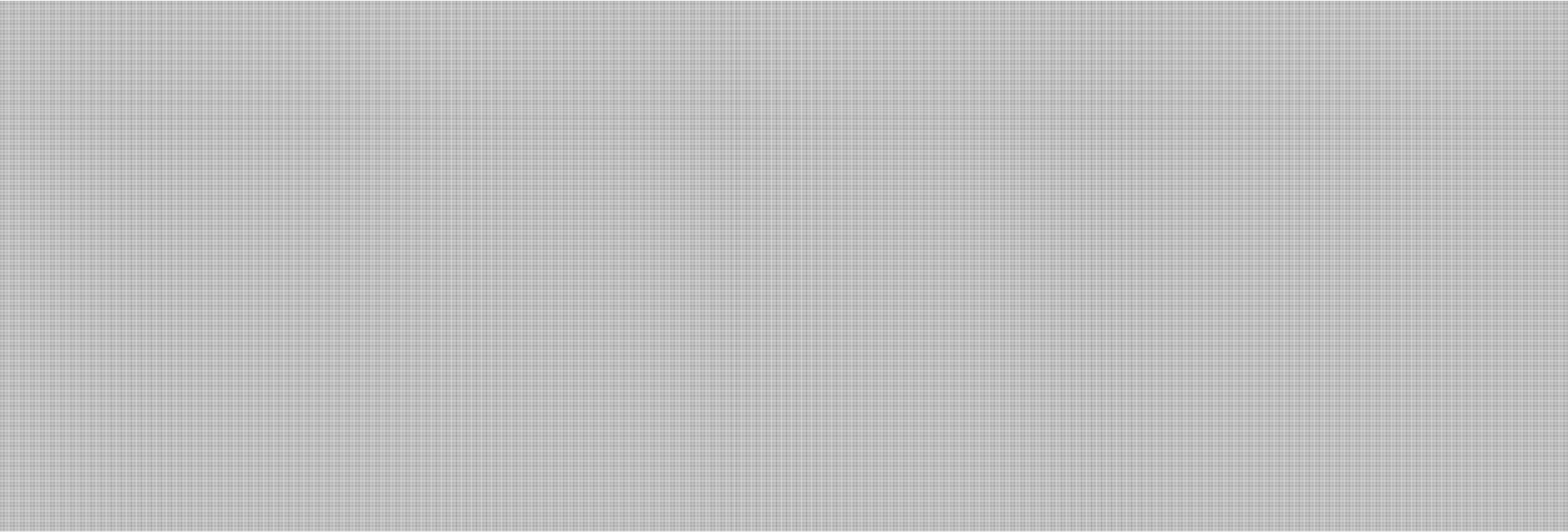
**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**

s.21(1)(a)  
s.21(1)(b)



**BILAT NOTE**

Hi Mat,  
Please find draft PSD Director/RE Bilat Notes below:

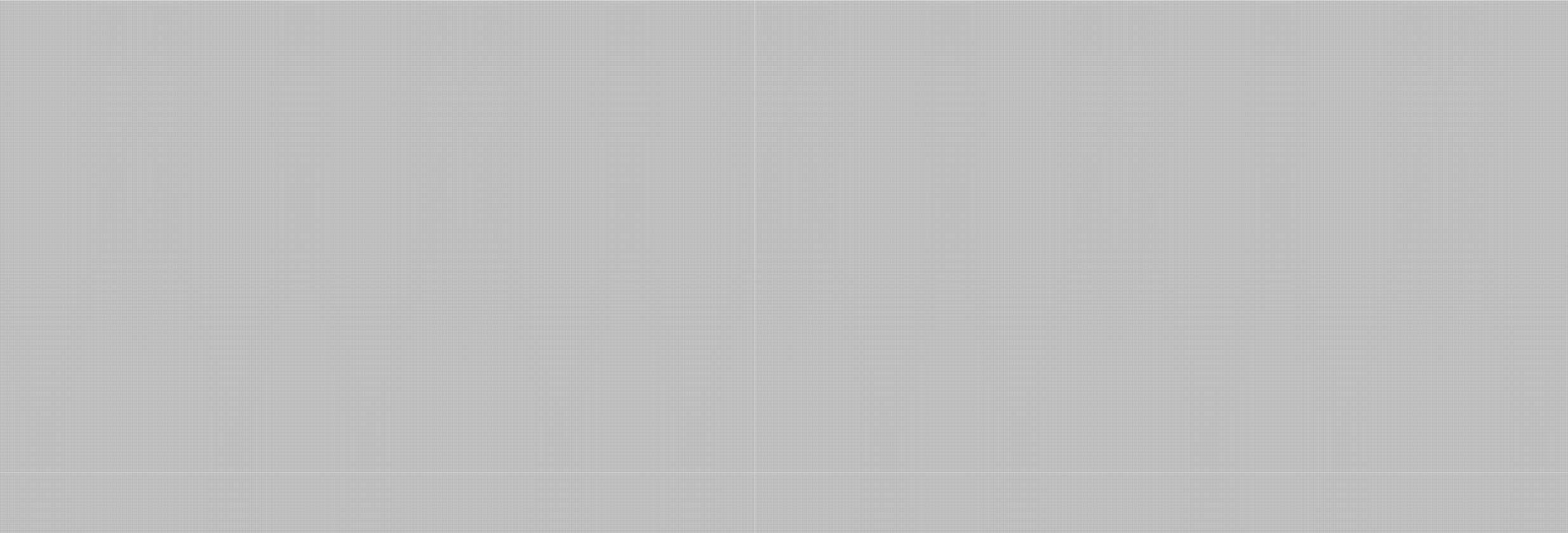


**Page 524**

**is withheld pursuant to sections  
est retenue en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



Discussion on expectations on CA team???

s.21(1)(a)  
s.21(1)(b)

From:

To:

Subject:

Sent:

s.21(1)(a)

s.21(1)(b)

Heffernan, Bryna

Larose, Mathieu

NR Operational Questions

2/25/2025 2:33:30 PM

Hi Mat,  
As requested via teams, please find a draft email below:

To: Hitchcock, Lindsay (she-elle) [Lindsay.Hitchcock@sac.isc.gc.ca](mailto:Lindsay.Hitchcock@sac.isc.gc.ca)  
Cc: Thibeault, Julia [Julia.Thibeault@sac.isc.gc.ca](mailto:Julia.Thibeault@sac.isc.gc.ca); Labaki, Aline [Aline.Labaki@sac.isc.gc.ca](mailto:Aline.Labaki@sac.isc.gc.ca); Steeves, Sarah [Sarah.Steeves@sac.isc.gc.ca](mailto:Sarah.Steeves@sac.isc.gc.ca); Ouellette, Andrew [Andrew.Ouellette@sac.isc.gc.ca](mailto:Andrew.Ouellette@sac.isc.gc.ca); Heffernan, Bryna [Bryna.Heffernan@sac.isc.gc.ca](mailto:Bryna.Heffernan@sac.isc.gc.ca); Onalik, Caitlin (she-elle) [Caitlin.Onalik@sac.isc.gc.ca](mailto:Caitlin.Onalik@sac.isc.gc.ca); Douil, Kirstin (she-elle) [Kirstin.Douil@sac.isc.gc.ca](mailto:Kirstin.Douil@sac.isc.gc.ca)

Hi Lindsay,  
Thank you again for meeting with us today. It was a pleasure connecting with you and your team.  
As discussed, please see our list of operational questions/concerns and proposed approaches below. New/updated information is in red font and questions/concerns that are most pressing can be seen highlighted in yellow.  
Please don't hesitate to contact us if you have questions or would like to discuss any of the items flagged below. We are available to meet with you any time.  
We look forward to your guidance and direction.

Thank you, Mathieu			
Individual Request Team			
Question/Concern	JP/CFI/Both	Proposed Approach to HQ	Response Received from HQ
			Team) confirmed HQ-ADJ spreadsheet is guidance necessary for service delivery.

<div></div>	

s.21(1)(a)

s.21(1)(b)

s.23

## Quilty, Jamie Lee

**From:** Larose, Mathieu  
**Sent:** Friday, December 6, 2024 6:06 PM  
**To:** Morse, Jennifer  
**Cc:** [REDACTED] Duquette, Andrew; Onalik, Caitlin (she-elle); Doull, Kirstin (she-elle); Heffernan, Bryna; Tierney, Jenny (she-elle); MacPhail, Heather (she-elle)  
**Subject:** Operational Guidance: Updated questions from Northern Region (December 6th)

Hello everyone,

I am sending along our updated list of questions regarding the Jordan's Principle and Inuit CFI operational guidance that was first provided in October. Our current approach continues to be highlighted in red text, and we have flagged new questions in blue text.

Thanks again for your support.  
 Mathieu

### Jordan's Principle & Inuit CFI Direction Q&A

- What is the timeline for sharing information with partners?
- What is meant by a non-medical related request? Do children's mental health and safety requests fall under medical or non-medical categories? If a request is non-medical but includes a support letter from a medical professional, will this be considered, or must it specifically address the medical needs of the child? NR is seeing inconsistent decisions on this, particularly relating to travel. Some DDMs are approving on the basis of the safety needs related to inadequate childcare in community, and others are denying indicating this is not a child specific request.
- What is the definition of a medical-related request?
- ANSWERED: Who is considered a health professional? This is critical in areas that have limited access to health professionals. Has there been any consideration on the impact to the overall health care system and access. Also, positions without a registering body in the north who provide support letters such as community social workers and family support services. ANSWER: On the Nov 27 NR Escalation call, HQ confirmed that supporting documentation from Social Workers that are verified to be employed by the Territorial Government, and are in the children's circle of care, can be accepted (even if they are not registered). And that these professionals are considered medical professionals
- When should we start communicating about adjustments to the CA for the next fiscal year? If a CA is already in place that includes administrative fees, will these remain until the next fiscal year?
- Are we treating Territorial and Provincial Governments equally?
- As there will be an increase in escalations for both travel and other requests in Nunavut, are there any changes to the need for LCO (NTI) notifications at this time? NO CHANGE at this time
- Travel requests- are we still basing our regional adjudications on information provided by professionals linking the need to a health concern of the child, their mental wellness and/or documented safety concerns? Many linked only to 'no child care in community' will most likely be escalated but if it is clearly noted that there are health or safety concerns in leaving the child at home, can we still approve? How strong does the documentation need to be? NR continues to approve travel requests where there is no care in community and a documented safety concern.
- Palliative care situations (child, sibling, close relative, etc.) – flexibility in adjudicating if supporting documentation is from a health professional? It seems as though this would be ok – it is non-medical for the child travelling but there would usually be an LOS from a health professional; YES
- Given groceries and rent are not noted in the message – are we following current protocol? (i.e. approve six months if first request and, depending if linked to health need and supported by LOS from health professional, approve additional



groceries in region or escalate – same with rent approve for six months if first request but escalate anything longer. Same with all other bills at this time?; As of now YES

- Beds specifically – would need to be supported by health professional or escalated, correct? (again, could social worker or family preservation worker provide necessary info or only health professional?); YES if direct link to health concern (Autism, ADHD, MH concern, physical need, etc.)
- Cultural supports – adjudicating as normal for now – when linked to child's needs items such as travel to cultural events or regalia can still be approved regionally, correct? *ESCALATE* travel, *CONTINUE* to approve cultural activities/regalia
- Education supports – the e-mail noted 'supports to school boards (off reserve) and private schools will be redirected to provincial or federal program-funded services or supports' – what about private assessment requests for items such as psych-ed assessments? They are sometimes submitted by the school (so perhaps considered a 'support to a school board') but we also receive requests directly from parents with recommendations from other professionals (psychologist, counsellor, etc.) – can we still approve those?
- (Staff have been informed by people seeking assessments, there are long wait lists, as most school only get funding from the provinces for 2 children to get assessments per school year (a whole primary school) and often our FN/Inuit kids are left out, and there are significant gaps for our children who have more need due to cultural and biased learning platforms and don't get the assessments they need to succeed in school)
- In the new direction around escalating *Education supports to school boards* – in Yukon we are funding two FN's (THFN/KDFN) Education Departments with various education supports for children. Should those requests also be escalated moving forward?
- Is the current direction being communicated to appeals to ensure some consistency with appeal decisions?
- With the direction to only approve requests up to March 31<sup>st</sup>, 2025, what is the process regions are expected to follow in the system? In the past, the direction has been to enter the item as a separate line in JPCMS and suspend the item until we have authority to approve. This is what NR is doing in the interim.
- With the direction to only approve requests up to March 31<sup>st</sup>, 2025, is there anything to be done for Jordan's Principle requests that have already been approved for 2025-26 and 2026-27 – is there anything regions should be doing regarding these prior approvals (for both individual and group requests)?
- ~~NR would also like to provide feedback and seek clarity on the daily urgent escalation calls. The volume of escalation presentations on these calls has increased, sometimes preventing the DDM from getting to all of the urgent escalations (and few time sensitive escalations). Some regions are presenting multiple cases at a time (reducing the opportunity for other regions to present), and we are noticing inconsistency in decisions across DDMs. NR is wondering if there would be a possibility to extend the length of these calls (to allow for time sensitive escalations to be presented), and if it would be possible to have regions present one case at a time (and then put their hand back up for each subsequent case) to allow all regions the opportunity to present. NR is also wondering if additional DDMs will be identified (to allow for additional decisions to be rendered), and if there will be some calibration across DDMs.~~
- Regarding the current direction to not approve any requests beyond March 31<sup>st</sup>, 2025, to what extent will this apply to confinement travel/long term medical travel requests. The return date for these travel requests are often undefined. We already have people approved and staying at the boarding home that may need to continue to be extended (and this could go beyond March 31<sup>st</sup>). Or should regions be escalating all travel extension requests?
- Is there any specific direction around how to handle relocation requests. These are often considered on a child safety basis and typically supported by a social professional. With supporting documentation from a health professional, at the current time the region would only be able to approve short term rent/accommodations and not the travel itself.
- With the addition of the new urgency triage function in GC Case, NR is looking for additional examples of how true urgency is defined, in particular the 'other'. What would fall into other? Risk of apprehension?
- How are decisions and rationales being prioritized back to regions? Most presenters on the escalation calls are asking for theirs to be prioritized. As per HQ direction, NR continues to provide unofficial decisions (prior to decision being processed in the system and rationale being provided) for Inuit CFI travel requests only.
- Is someone tracking the decisions made on the escalation calls and how are they being tracked/prioritized?
- Can/should staff be tailoring the follow up to ask for the appropriate professional necessary? The ISC website currently states that documents of support could be from an 'an Elder, knowledge keeper or professional in that field of expertise'
- Are we able to accept a LOS from registered professional that may not be directly linked to the requested support? (for example: child resides in a community without access to the appropriate registered professional)

- Do travel agent fees (associated with booking approved travel for children) count as administrative fees or can the region approve? If the region can not approve this, this will impact travel agencies' willingness to book travel for our clients (who do not have the means to pay out of pocket and seek reimbursement).
- Also, can the region continue to cover damage fees when absolutely necessary (associated with approved travel for children) or are these consider administrative fees? If the region cannot approve damages, this will impact hotels' willingness to accommodate our clients (who do not have the means to pay out of pocket and seek reimbursement).
- Are the vendors of concern documented nationally for all of the regions? NR has learned of a few vendors of concern via the daily escalations. Is there a list of vendors of concern across the country? If not, could that be developed and shared with regions? NR frequently has clients in BC, AB, MB, SK and ON due to medical travel corridors, so knowing vendors of concern across the country is important.
- In a worst case scenario situation (for example: no Inuit CFI funding next fiscal year), can unspent funds from this fiscal year be carried over to next fiscal year (to avoid letting staff go abruptly)?
- NR heard on a recent call that all requests where families are already receiving provincial (territorial) supports must be escalated for decision. Is this a process specific to one region or expected to be implemented in the other regions?
- ANSWERED: What is the process for regions to obtain authorization to approve group requests/G&C funds. Should requests be sent individually or in some type of tracking document (and at what frequency)? ANSWER: REGIONS CAN APPROVE UP TO P8 FORECAST ONLY.
- Psycho educational assessments recommended by a health/social/education professional outside of the school, and to be completed by an independent practitioner (with NO funding flowing to school/school board) – can these still be approved? Region is currently approving these where supporting documentation supports need.
- How should requests for parkas and regalia be considered? Do these need to be supported by a health professional and linked to a medical need, or can these be considered more broadly due to their cultural nature?

## Quilty, Jamie Lee

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**From:** Larose, Mathieu  
**Sent:** Friday, February 28, 2025 2:01 PM  
**To:** Ouellette, Andrew [REDACTED] Heffernan, Bryna  
**Subject:** RE: [DIRECTION] Estimated Group Requests // Demandes de groupe estimée

If they don't want us to do group requests anymore, they should just tell us..

Right now, it feels like the rules around group requests is to have a bundle of individual requests paid out with vote 10 \$\$\$. There has to be a difference or what's the benefit for communities?

Mat

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**From:** Ouellette, Andrew  
**Sent:** Friday, February 28, 2025 12:03 PM  
**To:** Jordan's Principle IPMT / EGPI Principe de Jordan  
**Cc:** Larose, Mathieu ; Heffernan, Bryna [REDACTED]  
**Subject:** RE: [DIRECTION] Estimated Group Requests // Demandes de groupe estimée

Hi

We have a few questions/concerns around entering names for every child in our large group requests – some of which reach 750-1,000 children.

- **Adding each child as a participant in GC case:** after taking the time to confirm child eligibility, we have to manually add each eligible child as a participant in GC case. This includes adding in the following participant details PER child— first name, last name, date of birth, heritage, status number/N#/beneficiary#, LCO information if applicable, province and location of residence, confirmation if on/off reserve, whether that child is in care or not, consent from at least on parent/guardian, whether they are age of consent, and the child needs. This will create hours of additional work for the group intake staff, per request received. We already have limited staff and this process threatens to overwhelm our staffing capacity.
- **Request history section in JPCMS:** when adding a child to a case as a participant, we are required to add all case history pertaining to each child in the 'request history' section in GC case. This includes adding the following information, per child, in the request history section— child name, case number, support requested, funding decision per item (approved, partial approval, denied, escalated). This process would be very time consuming for the intake staff, and it would also very quickly overwhelm the request history section in GC case. Is a full case history for each child going to be required for group requests? Is there a limit on the amount of information that can be entered in this section in JPCMS?
- **Privacy concerns:** partners have asked questions around why we need to collect this information now. Up to this time a declaration from the organization offering services to large groups (over 50 children) declaring that they were providing services for eligible children and that they had the information on hand if ISC wanted to review or in case of audit was sufficient. As per the privacy act a government institution can only collect personal information if it directly relates to the operation of one of its programs or activities. If up to now a declaration by the entity offering the services was acceptable, does ISC need this personal information to operate Jordan's Principle/ICFI? Is there some communication we can use with partners to speak to privacy concerns.
- **The external operational bulletin** in the Q&A section states that in order to submit a group request a **Child Identifier** is required which can be the child's name, initials or another identifier such as a student number. If this is what has been sent to requestors as the requirement, how are we supposed to enter information in JPCMS on an individual basis if we get a student number or initials?

Thanks

Andrew

Andrew Ouellette

Jordan's Principle and the Inuit Child First Initiative

Northern Region, First Nations and Inuit Health Branch  
Department of Indigenous Services Canada / Government of Canada  
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[principedejordanrn-nrjordanprincipe@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprincipe@sac-isc.gc.ca)  
Tel: 613-295-2574 / 1-866-848-5846  
Principe de Jordan et L'initiative : Les enfants Inuits d'abord  
Région du nord, Direction générale de la santé des Premières Nations et des Inuits  
Ministère des Services aux Autochtones / Gouvernement du Canada  
[andrew.ouellette@sac-isc.gc.ca](mailto:andrew.ouellette@sac-isc.gc.ca)  
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Tel: 613-295-2574 / 1-866-848-5846

*N'hésitez pas à me répondre dans la langue officielle de votre choix. / Please feel free to reply in the official language of your choice.*

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**From:** Benson, Rachel (she-elle) <[Rachel.Benson@sac-isc.gc.ca](mailto:Rachel.Benson@sac-isc.gc.ca)> **On Behalf Of** Jordan's Principle IPMT / EGPI Principe de Jordan  
**Sent:** Thursday, February 27, 2025 3:50 PM  
**Cc:** Robinson, Grant <[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca)>; Flynnne, Ailsa (she-elle) <[Ailsa.Flynnne@sac-isc.gc.ca](mailto:Ailsa.Flynnne@sac-isc.gc.ca)>; Jordan's Principle IPMT / EGPI Principe de Jordan <[jordansprincipe-IPMT-EGPI-principedejordan@sac-isc.gc.ca](mailto:jordansprincipe-IPMT-EGPI-principedejordan@sac-isc.gc.ca)>  
**Subject:** [DIRECTION] Estimated Group Requests // Demandes de groupe estimée

*[français à suivre]*

Dear Team,

We hope this message finds you well. We wanted to provide clarification regarding the Operational Bulletin sent on February 10, 2025, about estimated group requests within the Case Management System (CMS).

We have confirmed that effectively immediately regions will no longer create estimated group requests in the CMS. Instead, all group requests should be entered as Specific group requests, including complete information for each child. Please ensure that by April 1, 2025, no new estimated group requests are created or processed in the CMS.

**Key Points to Note:**

- Every child involved in the request must have a PRS-# in the CMS and be added as a participant on the request.
- Uploading a Supporting Document to an estimated group request containing a list of children will not be an acceptable alternative.

We understand this is a significant change to how you process group requests. Please know that we are here to support you through these changes and will assist you in using the CMS as efficiently as possible.

Thank you for your understanding and cooperation.

-----

Chère équipe,

Nous espérons que ce message vous conviendra. Nous souhaitons vous apporter des éclaircissements concernant le bulletin opérationnel envoyé le 10 février 2025 au sujet des demandes de groupe estimées dans le système de gestion des cas (SGC).

Nous avons confirmé qu'à partir de maintenant, les régions ne créeront plus de demandes de groupe estimées dans le SGC. Au lieu de cela, toutes les demandes de groupe doivent être saisies en tant que demandes de groupe spécifiques, avec des informations complètes pour chaque enfant. Veuillez vous assurer que d'ici le 1<sup>er</sup> avril 2025, aucune nouvelle demande de groupe estimée ne soit créée ou traitée dans le SGC.

Points clés à noter :

- Chaque enfant concerné par la demande doit avoir un numéro de PRS dans le SGC et être ajouté en tant que participant à la demande.
- Le téléchargement d'un document de soutien à une demande de groupe estimée contenant une liste d'enfants ne sera pas une alternative acceptable.

Nous comprenons qu'il s'agit d'un changement important dans la manière dont vous traitez les demandes de groupe. Sachez que nous sommes là pour vous accompagner dans ces changements et que nous vous aiderons à utiliser le SGC de la manière la plus efficace possible.

Nous vous remercions de votre compréhension et de votre coopération.

**Pages 534 to / à 536**  
**are withheld pursuant to sections**  
**sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**

**Quilty, Jamie Lee**

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**From:** Larose, Mathieu  
**Sent:** Thursday, January 30, 2025 10:40 AM  
**To:** Dulude, Stephanie (she-elle); Onalik, Caitlin (she-elle); Doull, Kirstin (she-elle)  
**Cc:** [REDACTED] Ouellette, Andrew  
**Subject:** RE: draft agenda

Done

---

**From:** Dulude, Stephanie (she-elle)  
**Sent:** Thursday, January 30, 2025 9:57 AM  
**To:** Onalik, Caitlin (she-elle) ; Larose, Mathieu ; Doull, Kirstin (she-elle)  
**Cc:** Steeves, Sarah ; Ouellette, Andrew  
**Subject:** RE: draft agenda

Hi, this looks great to me, awesome work everyone! Mat will you route up to REO?

---

**From:** Onalik, Caitlin (she-elle) <[caitlin.onalik@sac-isc.gc.ca](mailto:caitlin.onalik@sac-isc.gc.ca)>  
**Sent:** Thursday, January 30, 2025 9:27 AM  
**To:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Doull, Kirstin (she-elle) <[Kirstin.Doull@sac-isc.gc.ca](mailto:Kirstin.Doull@sac-isc.gc.ca)>; Dulude, Stephanie (she-elle) <[Stephanie.Dulude@sac-isc.gc.ca](mailto:Stephanie.Dulude@sac-isc.gc.ca)>  
**Cc:** [REDACTED] Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>  
**Subject:** RE: draft agenda

Thank you for these Mat, attached is a clean copy.

For the question regarding *fixed CA's and if we are trying to say we don't have a say in the carry forward*- yes, we are stating there is little flexibility in terms of carry forward rules.

---

**From:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 29, 2025 6:00 PM  
**To:** Doull, Kirstin (she-elle) <[Kirstin.Doull@sac-isc.gc.ca](mailto:Kirstin.Doull@sac-isc.gc.ca)>; Dulude, Stephanie (she-elle) <[Stephanie.Dulude@sac-isc.gc.ca](mailto:Stephanie.Dulude@sac-isc.gc.ca)>  
**Cc:** [REDACTED]; Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>; Onalik, Caitlin (she-elle) <[caitlin.onalik@sac-isc.gc.ca](mailto:caitlin.onalik@sac-isc.gc.ca)>  
**Subject:** RE: draft agenda

Thank you all for the great collaborative work and for the opportunity to review. I've made a couple edits and added a section on JP at the end that I also think we should not delay in addressing.

Mathieu

---

**From:** Doull, Kirstin (she-elle) <[Kirstin.Doull@sac-isc.gc.ca](mailto:Kirstin.Doull@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 29, 2025 2:40 PM  
**To:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Dulude, Stephanie (she-elle) <[Stephanie.Dulude@sac-isc.gc.ca](mailto:Stephanie.Dulude@sac-isc.gc.ca)>  
**Cc:** [REDACTED] Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>; Onalik, Caitlin (she-elle) <[caitlin.onalik@sac-isc.gc.ca](mailto:caitlin.onalik@sac-isc.gc.ca)>  
**Subject:** FW: draft agenda

Hi Mat and Stephanie,

Attached for your approval is an annotated agenda for the upcoming meeting between Heather and JC. Please let us know if you would like to see any changes. In terms of an agenda to share with Julien, a streamlined version of the attached is what would be shared:

Agenda- Inuit CFI – Northern Region

- Scope & Carry Forward
  - Existing CA's and operational guidance (Education, Food Vouchers, Early Years/Daycare)
  - Education services interruption.
  - Timelines and process (49 CA's in NR ending March 31st)
- Travel Approvals
  - Current Status and direction on requests with return date after March 31
- Communication
  - Communication of eligibility/Carry forward
- Jordan's Principle 25/26 and 26/27 commitments

Thanks to Caitlin, [REDACTED] and Andrew.

K



**Quilty, Jamie Lee**

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**From:** Shanks, Bridget  
**Sent:** Monday, February 24, 2025 4:24 PM  
**To:** Larose, Mathieu  
**Cc:** Heffernan, Bryna  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle Educational and Support Assistant funding

Hi,

The numbers I've pulled from the Power BI system are below. Just flagging that there is potential for inaccuracy based on item categorization in JPCMS, as always. The data below is specifically filtering for the item category "educational assistants".

**Educational Assistants approved in NU:**

FY 24/25:  
CFI: \$2,825,019

All-time since JPCMS (November 21, 2019-today):  
CFI: \$16,369,554  
Jordan's Principle: \$90,516  
Total: \$16,460,070

**Educational Assistants approved in NWT:**

FY 24/25:  
Jordan's Principle : \$34,773,348  
CFI : \$4,324,205  
Total : \$39,097,553

All-time since JPCMS (November 21, 2019-today):  
Jordan's Principle :\$90,165,559  
CFI : \$39,334,303  
Total : \$129,499,862

**Educational Assistants approved in Yukon:**

FY 24/25:  
Jordan's Principle: \$9,221,782

All-time since JPCMS (November 21, 2019-today):  
Jordan's Principle: \$20,725,040

Let me know if you need anything else!

**Bridget Shanks**

Jordan's Principle and the Inuit Child First Initiative

Northern Region, First Nations and Inuit Health Branch  
Department of Indigenous Services Canada / Government of Canada  
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[bridget.shanks@sac-isc.gc.ca](mailto:bridget.shanks@sac-isc.gc.ca) / [principedejordanrn-nrjordansprincipe@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprincipe@sac-isc.gc.ca)  
Tel: 1-866-848-5846

Principe de Jordan et L'initiative de l'enfant d'abord  
Région du nord, Direction générale de la santé des Premières Nations et des Inuits  
Ministère des Services aux Autochtones / Gouvernement du Canada  
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[bridget.shanks@sac-isc.gc.ca](mailto:bridget.shanks@sac-isc.gc.ca) / [principedejordanrn-nrjordansprincipe@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprincipe@sac-isc.gc.ca)  
Tel: 1-866-848-5846

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Please feel free to reply in the official language of your choice.*



Indigenous Services  
Canada

Services aux  
Autochtones Canada

---

**From:** Larose, Mathieu  
**Sent:** Monday, February 24, 2025 3:57 PM  
**To:** Shanks, Bridget  
**Cc:** Heffernan, Bryna  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle  
Educational and Support Assistant funding

Hi Bridget,

We paused the return of info for the reporter but the deadline is 5pm. We will need them urgently. I would suspect that they may have missed ICFI funding in the NWT as well. Apologies for asking for this this late in the day, after you've been going all out on the comms. Please document any OT.

Bryna and I are here to help.

Mathieu

---

**From:** Shanks, Bridget <[Bridget.Shanks@sac-isc.gc.ca](mailto:Bridget.Shanks@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 3:50 PM  
**To:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Cc:** Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle  
Educational and Support Assistant funding

I played with the data to try and determine how they got the numbers they did – looks like they are only pulling Jordan's Principle, not CFI. So the \$90,516 is reflective of a single approval we did in 23/24 for a FN child in NU. That's why nothing is coming up for 24/25.

Let me know if you need me to pull the correct numbers.

**Bridget Shanks**

Jordan's Principle and the Inuit Child First Initiative  
 Northern Region, First Nations and Inuit Health Branch  
 Department of Indigenous Services Canada / Government of Canada  
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[bridget.shanks@sac-isc.gc.ca](mailto:bridget.shanks@sac-isc.gc.ca) / [principedejordanrn-nrjordansprinciple@sac-isc.gc.ca](mailto:principedejordanrn-nrjordansprinciple@sac-isc.gc.ca)  
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Indigenous Services  
Canada

Services aux  
Autochtones Canada

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**From:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 3:46 PM  
**To:** Shanks, Bridget <[Bridget.Shanks@sac-isc.gc.ca](mailto:Bridget.Shanks@sac-isc.gc.ca)>  
**Cc:** Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle  
 Educational and Support Assistant funding

Thanks for this Bridget. I've flagged it for REO. I'm not sure how this new Comms processes is supposed to work. On the one hand, I'm happy to see HQ take the lead, but I'm not sure how I feel about not getting to review...

Mat

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**From:** Shanks, Bridget <[Bridget.Shanks@sac-isc.gc.ca](mailto:Bridget.Shanks@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 3:08 PM  
**To:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Cc:** Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle  
 Educational and Support Assistant funding

No, that is definitely not accurate. I'm not sure why such a low number would come up for previous FYs and why there would be nothing for 24/25 – my only guess is that the way they're pulling the data is not aligning with how we're categorizing these positions in JPCMS. I can pull some data to get a better idea of the true amount.

**Bridget Shanks**

Jordan's Principle and the Inuit Child First Initiative

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 Department of Indigenous Services Canada / Government of Canada  
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 Tel: 1-866-848-5846

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**From:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 3:01 PM  
**To:** Shanks, Bridget <[Bridget.Shanks@sac-isc.gc.ca](mailto:Bridget.Shanks@sac-isc.gc.ca)>  
**Cc:** Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>  
**Subject:** FW: FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle  
 Educational and Support Assistant funding

Hi Bridget,

We were sent the below as FYI Only. I'm a bit confused by the information in green below. Off the top of your head, does that seem accurate?

I recall sending the following details to HQ a while back - which would suggest much greater expenditures in NU...

Mathieu

---

**From:** McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 10:37 AM  
**To:** SAC FNIHB-RDGO-Northern Region ISC <[sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca](mailto:sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca)>  
**Cc:** Crowder, Cassandra <[cassandra.crowder@sac-isc.gc.ca](mailto:cassandra.crowder@sac-isc.gc.ca)>; Henderson, Libby (she-elle-iskwêwiw) <[Libby.Henderson@sac-isc.gc.ca](mailto:Libby.Henderson@sac-isc.gc.ca)>; Media <[media@sac-isc.gc.ca](mailto:media@sac-isc.gc.ca)>; Gagnon, Emily <[emily.gagnon@sac-isc.gc.ca](mailto:emily.gagnon@sac-isc.gc.ca)>  
**Subject:** FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle Educational and Support Assistant funding

Good afternoon,

FYI ONLY – Please see the below media call.

### Context:

Please see below another media call on Jordan's Principle. We are using pre-approved messaging for the proposed response, with new text in blue.

### Approved by:

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 24, 2025
- Review by Legal Services – pending

\*\*\*

**SUBJECT / SUJET:** Jordan's Principle Educational and Support Assistant funding

**DEPARTMENT / MINISTÈRE:** ISC

**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]

**OUTLET / MÉDIA:** [REDACTED]

**EMAIL / COURRIEL:** [REDACTED]

**Interview Request/ Demande d'entrevue:** No

### DEADLINE / ÉCHÉANCE

**Reporter's Deadline:** 2/24/2025 5:00 PM

**Comms Deadline:** 2/21/2025 5:00 PM

### CONTEXT:

I'm requesting information about changes to Jordan's Principle and how they will affect educational assistants, referred to as support assistants in the N.W.T.

### QUESTIONS:

1. What is the current eligibility criteria for educational assistant positions to be funded through JP?
2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?
3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?
4. How many applications have been denied since Canada announced changes to the program approvals?

### PROPOSED RESPONSE:

1. What is the current eligibility criteria for educational assistant positions to be funded through JP?

[From the web text]

Jordan's Principle is intended to make sure that First Nations children have substantively equal access to government services, taking into account their distinct circumstances, experiences, and needs as First Nations children.

For information about eligibility and what types of requests are covered:

[Submit a request under Jordan's Principle](#)

For more information about the changes:

[Jordan's Principle Operational Bulletin](#)

**2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?**

*Educational Assistants as defined in the Case Management System:*

Educational assistants act as support staff in elementary and secondary school classrooms, assisting teachers and other classroom staff in carrying out education plans. This may include working with students on their academic studies, assisting children with disabilities or special needs and more. Does not include Therapeutic Assistant-Behaviour Therapists

As of February 17, 2025 there are 16 requests for educational assistants backlogged\* in N.W.T, four in the Yukon, and none in Nunavut.

\*Backlogged requests refer to the number of active requests entered in the Jordan's Principle Case Management System that do not have a decision. This total does not include unopened emails that have not yet been entered into the system, or requests where one or more contact attempts have been made to the requestor for additional information. As of January 17, 2025, the Northern region had no unopened emails in their inbox, so their entire backlog was within the system.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

**3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?**

From April 1, 2019 to February 17, 2025:

- \$87.3 million in funding was approved for educational assistants in the N.W.T.
- \$18.9 million in funding was approved for educational assistants in the Yukon
- \$90,516 in funding was approved for educational assistants in Nunavut

From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$33.8 million in funding was approved for educational assistants in the N.W.T. (an increase from \$17.2 million in 2023-24)
- \$9.2 million in funding was approved for educational assistants in the N.W.T. (an increase from \$3.2 million in 2023-24)

- No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

#### **4. How many applications have been denied since Canada announced changes to the program approvals?**

Across all of Jordan's Principle, approximately 950 requests have been denied so far in Q4 2024-25 (January to March 2025); a denial rate of 9%. The denial rate for Q4 2023-24 was 5%.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

\*\*\*

**Quilty, Jamie Lee**

---

**From:** Larose, Mathieu  
**Sent:** Monday, February 24, 2025 4:27 PM  
**To:** MacPhail, Heather (she-elle); Taylor, Sara (she)  
**Cc:** Dulude, Stephanie (she-elle); Heffernan, Bryna; Shanks, Bridget  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle Educational and Support Assistant funding

We have the information. Bridget is a miracle worker. Just preparing our input.

---

**From:** MacPhail, Heather (she-elle)  
**Sent:** Monday, February 24, 2025 4:26 PM  
**To:** Larose, Mathieu ; Taylor, Sara (she)  
**Cc:** Dulude, Stephanie (she-elle) ; Heffernan, Bryna ; Shanks, Bridget  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

If it's going to take us a while we could also just flag that this ONLY represents Jordan's Principle data – funding for Inuit children through Inuit Child First Initiative is separate. (This would mean of course that they'll come back for that data but buys us some time)

---

**From:** Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>  
**Sent:** Monday, February 24, 2025 3:59 PM  
**To:** Taylor, Sara (she) <sara.taylor@sac-isc.gc.ca>  
**Cc:** Dulude, Stephanie (she-elle) <Stephanie.Dulude@sac-isc.gc.ca>; Heffernan, Bryna <Bryna.Heffernan@sac-isc.gc.ca>; MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>; Shanks, Bridget <Bridget.Shanks@sac-isc.gc.ca>  
**Subject:** RE: FYI ONLY - MEDIA REQUEST [REDACTED] Jordan's Principle Educational and Support Assistant funding

Thanks Sara. I've asked Bridget to pull the information urgently. It seems that HQ forgot to include ICFI expenditure data.

Stay tuned.

Mathieu

---

**From:** Taylor, Sara (she) <sara.taylor@sac-isc.gc.ca>  
**Sent:** Monday, February 24, 2025 3:53 PM  
**To:** McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>  
**Cc:** Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Henderson, Libby (she-elle-iskwêwiw) <Libby.Henderson@sac-isc.gc.ca>; Media <media@sac-isc.gc.ca>; Gagnon, Emily <emily.gagnon@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>; Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>; Heffernan, Bryna <Bryna.Heffernan@sac-isc.gc.ca>; Dulude, Stephanie (she-elle) <Stephanie.Dulude@sac-isc.gc.ca>; Casey, Darryl <darryl.casey@sac-isc.gc.ca>; Blahey, Laurie <laurie.blahey@sac-isc.gc.ca>  
**Subject:** RE: FYI ONLY - MEDIA REQUEST [REDACTED] Jordan's Principle Educational and Support Assistant funding  
**Importance:** High



Hi Dana,

We have confirmed that we will need to amend the response to correct some of the numbers, so if it is possible, please hold this response.

Thank you,  
Sara

---

**From:** McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>

**Sent:** Monday, February 24, 2025 3:42 PM

**To:** Taylor, Sara (she) <[sara.taylor@sac-isc.gc.ca](mailto:sara.taylor@sac-isc.gc.ca)>

**Cc:** Crowder, Cassandra <[cassandra.crowder@sac-isc.gc.ca](mailto:cassandra.crowder@sac-isc.gc.ca)>; Henderson, Libby (she-elle-iskwêwiw) <[Libby.Henderson@sac-isc.gc.ca](mailto:Libby.Henderson@sac-isc.gc.ca)>; Media <[media@sac-isc.gc.ca](mailto:media@sac-isc.gc.ca)>; Gagnon, Emily <[emily.gagnon@sac-isc.gc.ca](mailto:emily.gagnon@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>

**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

Hi,

I think the below response might already be going to MO or being delivered to the reporter. Adding Katrina for awareness.

Please advise asap if we need to put a hold on the response, if still possible.

Thanks,  
Dana

**Dana McDonald** (she/her/elle)  
343-548-2459

*I humbly acknowledge that I work on the unceded territory of the Algonquin Nation.*

---

**From:** Taylor, Sara (she) <[sara.taylor@sac-isc.gc.ca](mailto:sara.taylor@sac-isc.gc.ca)>

**Sent:** Monday, February 24, 2025 3:39 PM

**To:** McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>

**Cc:** Crowder, Cassandra <[cassandra.crowder@sac-isc.gc.ca](mailto:cassandra.crowder@sac-isc.gc.ca)>; Henderson, Libby (she-elle-iskwêwiw) <[Libby.Henderson@sac-isc.gc.ca](mailto:Libby.Henderson@sac-isc.gc.ca)>; Media <[media@sac-isc.gc.ca](mailto:media@sac-isc.gc.ca)>; Gagnon, Emily <[emily.gagnon@sac-isc.gc.ca](mailto:emily.gagnon@sac-isc.gc.ca)>

**Subject:** FW: FYI ONLY - MEDIA REQUEST [REDACTED] Jordan's Principle Educational and Support Assistant funding

Hi Dana,

I wanted to flag that our Programs and Service Delivery team is looking into this response – they want to validate some of the details to make sure they're accurate. Recognizing the deadline is today, I have asked how soon they can provide a response, but I wanted to give you a heads up.

Sara

s.19(1)

**From:** McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>  
**Sent:** Monday, February 24, 2025 10:37 AM  
**To:** SAC FNIHB-RDGO-Northern Region ISC <[sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca](mailto:sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca)>  
**Cc:** Crowder, Cassandra <[cassandra.crowder@sac-isc.gc.ca](mailto:cassandra.crowder@sac-isc.gc.ca)>; Henderson, Libby (she-elle-iskwêwiw) <[Libby.Henderson@sac-isc.gc.ca](mailto:Libby.Henderson@sac-isc.gc.ca)>; Media <[media@sac-isc.gc.ca](mailto:media@sac-isc.gc.ca)>; Gagnon, Emily <[emily.gagnon@sac-isc.gc.ca](mailto:emily.gagnon@sac-isc.gc.ca)>  
**Subject:** FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle Educational and Support Assistant funding

Good afternoon,

FYI ONLY – Please see the below media call.

**Context:**

Please see below another media call on Jordan's Principle. We are using pre-approved messaging for the proposed response, with new text in blue.

**Approved by:**

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 24, 2025
- Review by Legal Services – pending

\*\*\*

**SUBJECT / SUJET:** Jordan's Principle Educational and Support Assistant funding  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]  
**OUTLET / MÉDIA:** [REDACTED]  
**EMAIL / COURRIEL:** [REDACTED]

**Interview Request/ Demande d'entrevue:** No

**DEADLINE / ÉCHÉANCE**

**Reporter's Deadline:** 2/24/2025 5:00 PM

**Comms Deadline:** 2/21/2025 5:00 PM

**CONTEXT:**

I'm requesting information about changes to Jordan's Principle and how they will affect educational assistants, referred to as support assistants in the N.W.T.

**QUESTIONS:**

1. What is the current eligibility criteria for educational assistant positions to be funded through JP?
2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?

3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?
4. How many applications have been denied since Canada announced changes to the program approvals?

#### **PROPOSED RESPONSE:**

##### **1. What is the current eligibility criteria for educational assistant positions to be funded through JP?**

[From the web text]

Jordan's Principle is intended to make sure that First Nations children have substantively equal access to government services, taking into account their distinct circumstances, experiences, and needs as First Nations children.

For information about eligibility and what types of requests are covered:

[Submit a request under Jordan's Principle](#)

For more information about the changes:

[Jordan's Principle Operational Bulletin](#)

##### **2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?**

###### *Educational Assistants as defined in the Case Management System:*

Educational assistants act as support staff in elementary and secondary school classrooms, assisting teachers and other classroom staff in carrying out education plans. This may include working with students on their academic studies, assisting children with disabilities or special needs and more. Does not include Therapeutic Assistant-Behaviour Therapists

As of February 17, 2025 there are 16 requests for educational assistants backlogged\* in N.W.T, four in the Yukon, and none in Nunavut.

\*Backlogged requests refer to the number of active requests entered in the Jordan's Principle Case Management System that do not have a decision. This total does not include unopened emails that have not yet been entered into the system, or requests where one or more contact attempts have been made to the requestor for additional information. As of January 17, 2025, the Northern region had no unopened emails in their inbox, so their entire backlog was within the system.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

##### **3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?**

From April 1, 2019 to February 17, 2025:

- \$87.3 million in funding was approved for educational assistants in the N.W.T.

- \$18.9 million in funding was approved for educational assistants in the Yukon
- \$90,516 in funding was approved for educational assistants in Nunavut

From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$33.8 million in funding was approved for educational assistants in the N.W.T. (an increase from \$17.2 million in 2023-24)
- \$9.2 million in funding was approved for educational assistants in the N.W.T. (an increase from \$3.2 million in 2023-24)
- No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

#### **4. How many applications have been denied since Canada announced changes to the program approvals?**

Across all of Jordan's Principle, approximately 950 requests have been denied so far in Q4 2024-25 (January to March 2025); a denial rate of 9%. The denial rate for Q4 2023-24 was 5%.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

\*\*\*

**Quilty, Jamie Lee**

**From:** Larose, Mathieu  
**Sent:** Monday, February 24, 2025 4:44 PM  
**To:** Heffernan, Bryna  
**Cc:** Shanks, Bridget; Ouellette, Andrew  
**Subject:** RE: FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

Approved!

**From:** Heffernan, Bryna  
**Sent:** Monday, February 24, 2025 4:42 PM  
**To:** Larose, Mathieu  
**Cc:** Shanks, Bridget ; Ouellette, Andrew  
**Subject:** FW: FYI ONLY - MEDIA REQUEST: [REDACTED] Jordan's Principle Educational and Support Assistant funding  
**Importance:** High

Hi Mat – Response below fo your review and approval:

**Internal note:** The data pulled below is approved amounts (which aligns with what HQ pulled, but we note that the reporter asked for expenditures). Our team filtered specifically the item category “educational assistants”.

\*\*\*

Hello,

NR PSD has reviewed the responses provided and noted errors in the data for Q3. It appears that ICFI expenditure data was excluded. Please see an updated response below. Edits can be seen in red font:

**3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?**

From November 21, 2019 to April 1, 2019 to February 17, 2025:

- \$129.5 ~~87.3~~ million in funding was approved for educational assistants in the N.W.T.
- \$20.7 ~~\$18.9~~ million in funding was approved for educational assistants in the Yukon
- \$16.5 million ~~\$90,516~~ in funding was approved for educational assistants in Nunavut

From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$39.1 million in funding was approved for educational assistants in the N.W.T. (an increase from \$17.2 million in 2023-24)
- \$9.2 million in funding was approved for educational assistants in the Yukon N.W.T. (an increase from \$17.2 million in 2023-24)
- \$2.8 million in funding was approved for educational assistants in Nunavut No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-24~~18~~) and may not align with other analyses.

**From:** McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>  
**Sent:** Monday, February 24, 2025 10:37 AM  
**To:** SAC FNIHB-RDGO-Northern Region ISC <sac.fnihb-rdgo-northernregion.isc@sac-isc.gc.ca>  
**Cc:** Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Henderson, Libby (she-elle-iskwêwiw) <Libby.Henderson@sac-isc.gc.ca>; Media <media@sac-isc.gc.ca>; Gagnon, Emily <emily.gagnon@sac-isc.gc.ca>  
**Subject:** FYI ONLY - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

Good afternoon,

FYI ONLY – Please see the below media call.

**Context:**

Please see below another media call on Jordan's Principle. We are using pre-approved messaging for the **proposed response**, with new text in **blue**.

**Approved by:**

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 24, 2025
- Review by Legal Services – pending

\*\*\*

**SUBJECT / SUJET:** Jordan's Principle Educational and Support Assistant funding

**DEPARTMENT / MINISTÈRE:** ISC

**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]

**OUTLET / MÉDIA:** [REDACTED]

**EMAIL / COURRIEL:** [REDACTED]

**Interview Request/ Demande d'entrevue:** No

**DEADLINE / ÉCHÉANCE**

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**Comms Deadline:** 2/21/2025 5:00 PM

**CONTEXT:**

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**QUESTIONS:**

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2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?
3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?
4. How many applications have been denied since Canada announced changes to the program approvals?

#### **PROPOSED RESPONSE:**

##### **1. What is the current eligibility criteria for educational assistant positions to be funded through JP?**

[From the web text]

Jordan's Principle is intended to make sure that First Nations children have substantively equal access to government services, taking into account their distinct circumstances, experiences, and needs as First Nations children.

For information about eligibility and what types of requests are covered:

[Submit a request under Jordan's Principle](#)

For more information about the changes:

[Jordan's Principle Operational Bulletin](#)

##### **2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?**

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\*Backlogged requests refer to the number of active requests entered in the Jordan's Principle Case Management System that do not have a decision. This total does not include unopened emails that have not yet been entered into the system, or requests where one or more contact attempts have been made to the requestor for additional information. As of January 17, 2025, the Northern region had no unopened emails in their inbox, so their entire backlog was within the system.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

##### **3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?**

From April 1, 2019 to February 17, 2025:

- \$87.3 million in funding was approved for educational assistants in the N.W.T.
- \$18.9 million in funding was approved for educational assistants in the Yukon
- \$90,516 in funding was approved for educational assistants in Nunavut

From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$33.8 million in funding was approved for educational assistants in the N.W.T. (an increase from \$17.2 million in 2023-24)
- \$9.2 million in funding was approved for educational assistants in the N.W.T. (an increase from \$3.2 million in 2023-24)
- No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

#### **4. How many applications have been denied since Canada announced changes to the program approvals?**

Across all of Jordan's Principle, approximately 950 requests have been denied so far in Q4 2024-25 (January to March 2025); a denial rate of 9%. The denial rate for Q4 2023-24 was 5%.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

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**Quilty, Jamie Lee**

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**From:** Brittany Mathews <bmathews@fncaringsociety.com>  
**Sent:** Thursday, February 13, 2025 4:34 PM  
**To:** Castonguay, Julien; Gutierrez, Liliana (she-elle)  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat; Adam Warner; Bergamin, Tania (she-elle); Buck, Lacey (she-elle); Caring Society Reception; Chi Larocque; Cindy Blackstock; Corbett, Jodi (she-elle); [REDACTED] Howell, Glenn; Jennifer King; [REDACTED] Joyce Spence; Kasper, Catherine; Kim Rumley; Larose, Mathieu; Lauren Doxtater; Maggie Wente; Mariah Sylvester; Mirabelli, Meaghan (she-elle); [REDACTED] Morse, Jennifer; Musgrave, Sandra; Onyegbula, Cynthia; Rhoda Hallgren; Robin Quachegan; Robinson, Grant; Sabitova, Vanessa; Sanderson, Mary-Lou; [REDACTED] Wilson-Clark, Samantha (she-elle); Yeyatakenhas Doxtator; Jessica Raby; Charmaine ; 'Alicia Moulton'; 'Courtney Wheelton'; 'Emily King'; 'Jessica Quinn'; [REDACTED] 'Roxanne Cook'; 'Sinéad Dearman'; 'Steve Courtoreille'; Tara Levi; 'Wendy Trylinski'; 'Shadelle Chambers'; 'Zachariah General'  
**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,  
**Attachments:** 2025.02.13 Letter to ISC re Operational Bulletin.pdf

Good day,

Please see attached revised letter.

Thank you,

**Brittany Mathews** (she/her)

Director of Reconciliation and Policy

First Nations Child & Family Caring Society

[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)

613-230-5885

[fncaringsociety.com](https://fncaringsociety.com) Facebook: [@caringsociety](https://www.facebook.com/caringsociety)

Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

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**From:** Brittany Mathews

**Date:** Thursday, February 13, 2025 at 1:14 PM

**To:** Castonguay, Julien , Gutierrez, Liliana

**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat , Adam Warner , Bergamin, Tania (she-elle) , Buck, Lacey (she-elle) , Caring Society Reception , Chi Larocque , Cindy Blackstock , Corbett, Jodi (she-elle) [REDACTED] , Howell, Glenn , Jennifer King , [REDACTED] , Joyce Spence , Kasper, Catherine , Kim Rumley , Larose, Mathieu , Lauren Doxtater , Maggie Wente , Mariah Sylvester , Mirabelli, Meaghan (she-elle) , [REDACTED] Morse, Jennifer , Musgrave, Sandra , Onyegbula, Cynthia , Rhoda Hallgren , Robin Quachegan , Robinson, Grant , Sabitova, Vanessa , Sanderson, Mary-Lou , [REDACTED] Wilson-Clark, Samantha (she-elle) , Yeyatakenhas Doxtator , Jessica Raby , Charmaine , 'Alicia Moulton' , 'Courtney Wheelton' , 'Emily King' , 'Jessica Quinn' , Kelly Holley [REDACTED] 'Roxanne Cook' , 'Sinéad Dearman' , 'Steve Courtoreille' , Tara Levi , 'Wendy Trylinski' , 'Shadelle Chambers' , 'Zachariah General'

**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Good day,

Please see attached letter from the Caring Society regarding ISC's Jordan's Principle Operational Bulletin.

Thank you,

**Brittany Mathews** (*she/her*)

Director of Reconciliation and Policy

First Nations Child & Family Caring Society

[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)

613-230-5885

[fncaringsociety.com](http://fncaringsociety.com) Facebook: [@caringsociety](https://www.facebook.com/caringsociety)

Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

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**From:** Rukiewicz, Katrina on behalf of Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat

**Date:** Monday, February 10, 2025 at 2:52 PM

**To:**

**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Dear Jordan's Principle Operations Committee members,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)

We will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

\*\*\*\*\*  
\*\*\*\*\*

Chers membres du Comité des opérations de principe de Jordan,

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter aux [secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)

Ella se fera un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**

**Quilty, Jamie Lee**

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**From:** Larose, Mathieu  
**Sent:** Tuesday, February 18, 2025 3:46 PM  
**To:** Kitz, Sarah; Dimsdale, Anyes; Letendre, Annie-Claude (she-elle)  
**Cc:** Ouellette, Andrew; Heffernan, Bryna  
**Subject:** RE: JP MINO Statement and Operational Bulletin - Tr'ondek Hwech'in

Hi Anyes and Sarah,

Those responses are for verbal responses only. While a lot of the content is pulled from the recent external bulletin, the responses below are not approved messaging by any means.

And yes, feel free to re-direct to us if you don't feel comfortable providing clarification using the below, or if there are questions that are not addressed below.

Wishing you a productive meeting with THFN!

Mat

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**From:** Kitz, Sarah  
**Sent:** Tuesday, February 18, 2025 2:05 PM  
**To:** Dimsdale, Anyes ; Larose, Mathieu ; Letendre, Annie-Claude (she-elle)  
**Cc:** Ouellette, Andrew ; Heffernan, Bryna  
**Subject:** RE: JP MINO Statement and Operational Bulletin - Tr'ondek Hwech'in

I agree with Anyes – this information is super helpful. If anything comes up in relation to Jordan's Principle in our meetings tomorrow I will circle back and debrief you on that. I'm glad to know that a meeting is currently being scheduled with your team. This will be helpful in terms of re-directing to FNIHB if questions should arise.

I'm sure we'll be in touch soon. If you are interested in a more detailed briefing regarding TH/YG/CIR SGA 'exploratory discussions' re: education in advance of your meeting with TH I am happy to do that.

Anyway, I digress...thanks for this!

Sarah

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**From:** Dimsdale, Anyes <[anyes.dimsdale@rcaanc-cirnac.gc.ca](mailto:anyes.dimsdale@rcaanc-cirnac.gc.ca)>  
**Sent:** Tuesday, February 18, 2025 11:00 AM  
**To:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Kitz, Sarah <[sarah.kitz@rcaanc-cirnac.gc.ca](mailto:sarah.kitz@rcaanc-cirnac.gc.ca)>; Letendre, Annie-Claude (she-

elle) <[annie-claude.letendre@rcaanc-cirnac.gc.ca](mailto:annie-claude.letendre@rcaanc-cirnac.gc.ca)>

**Cc:** Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>; Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>

**Subject:** RE: JP MINO Statement and Operational Bulletin - Tr'ondek Hwech'in

Thanks for this Matt & Sarah, very helpful!

I am understanding your responses as shareable with partners Matt, as questions come up?

And of course then direct them to your team for further discussions.

s.21(1)(a)

Merci!

s.21(1)(b)

Anyès

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**From:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>

**Sent:** Tuesday, February 18, 2025 8:40 AM

**To:** Kitz, Sarah <[sarah.kitz@rcaanc-cirnac.gc.ca](mailto:sarah.kitz@rcaanc-cirnac.gc.ca)>; Dimsdale, Anyes <[anyes.dimsdale@rcaanc-cirnac.gc.ca](mailto:anyes.dimsdale@rcaanc-cirnac.gc.ca)>; Letendre, Annie-Claude (she-elle) <[annie-claude.letendre@rcaanc-cirnac.gc.ca](mailto:annie-claude.letendre@rcaanc-cirnac.gc.ca)>

**Cc:** Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>; Heffernan, Bryna <[Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca)>

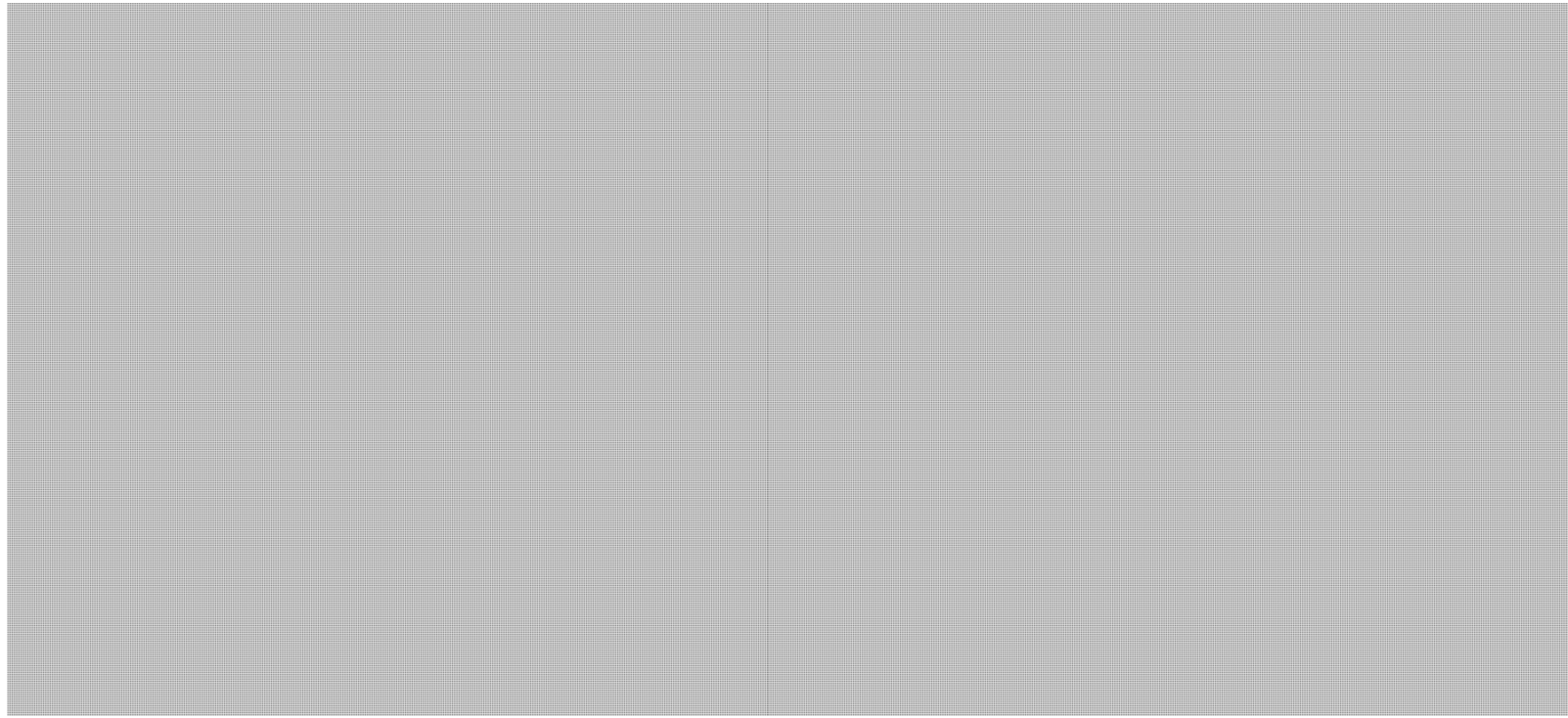
**Subject:** RE: JP MINO Statement and Operational Bulletin - Tr'ondek Hwech'in

Hi Sarah,

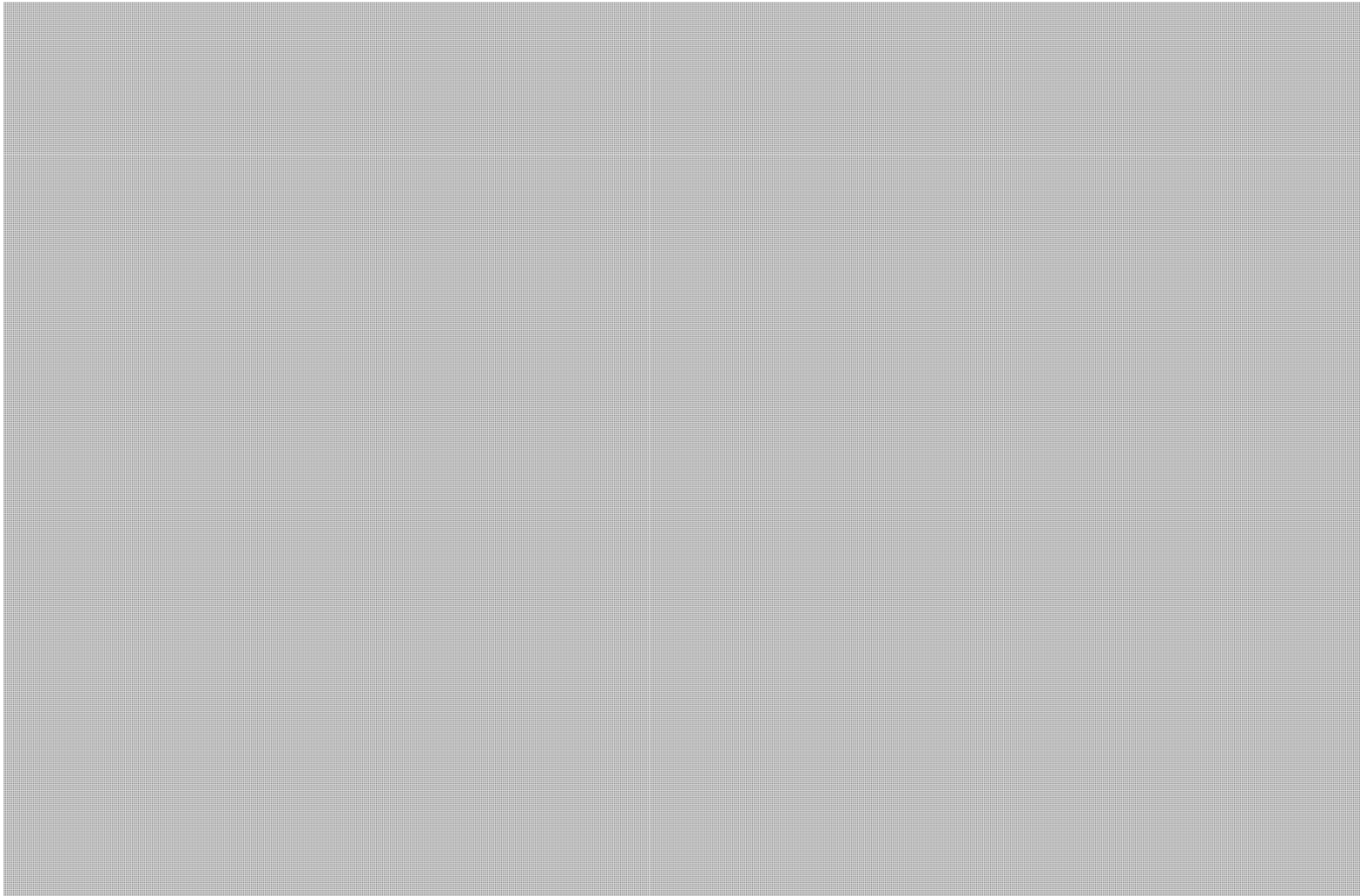
Please find below the answers to your questions. Recognizing that you are preparing for the meeting and anticipating potential questions, note that it would be best to re-direct any questions beyond those below to our team by way of a meeting. As you've no doubt noticed, the landscape is changing every day... We appreciate the support and appreciate the tensions and anxiety that this is cause throughout the system.

Cheers,

Mathieu



And, some broader questions...



**From:** Kitz, Sarah <[sarah.kitz@rcaanc-cirnac.gc.ca](mailto:sarah.kitz@rcaanc-cirnac.gc.ca)>

**Sent:** Friday, February 14, 2025 4:58 PM

**To:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>

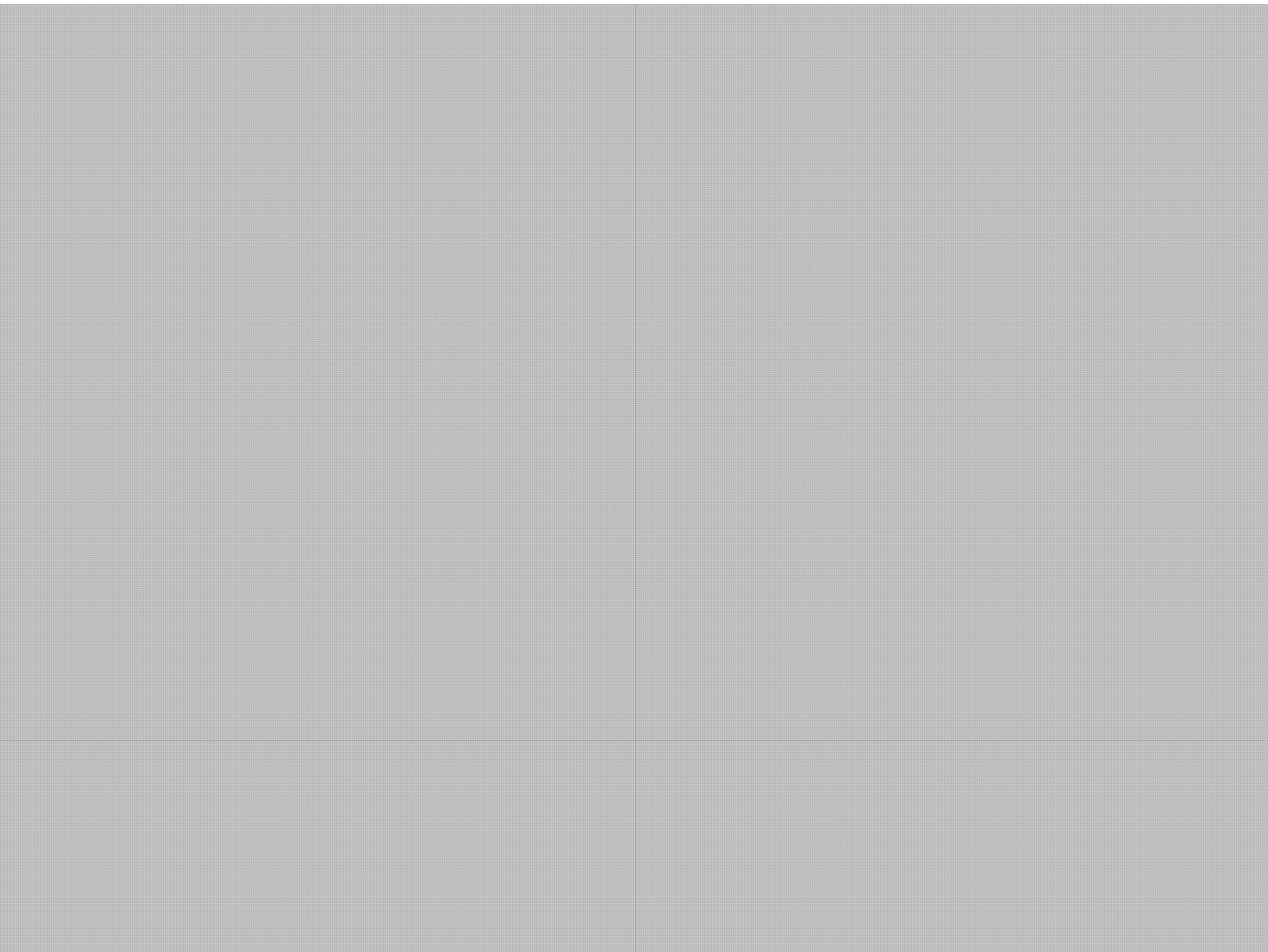
**Cc:** Letendre, Annie-Claude (she-elle) <[annie-claude.letendre@rcaanc-cirnac.gc.ca](mailto:annie-claude.letendre@rcaanc-cirnac.gc.ca)>; Dimsdale, Anyes <[anyes.dimsdale@rcaanc-cirnac.gc.ca](mailto:anyes.dimsdale@rcaanc-cirnac.gc.ca)>

**Subject:** JP MINO Statement and Operational Bulletin - Tr'ondek Hwech'in

Hi Mat and Andrew:

I feel like it's been a long time since I've had the opportunity to connect with either of you so I thought I would reach out and say hello!

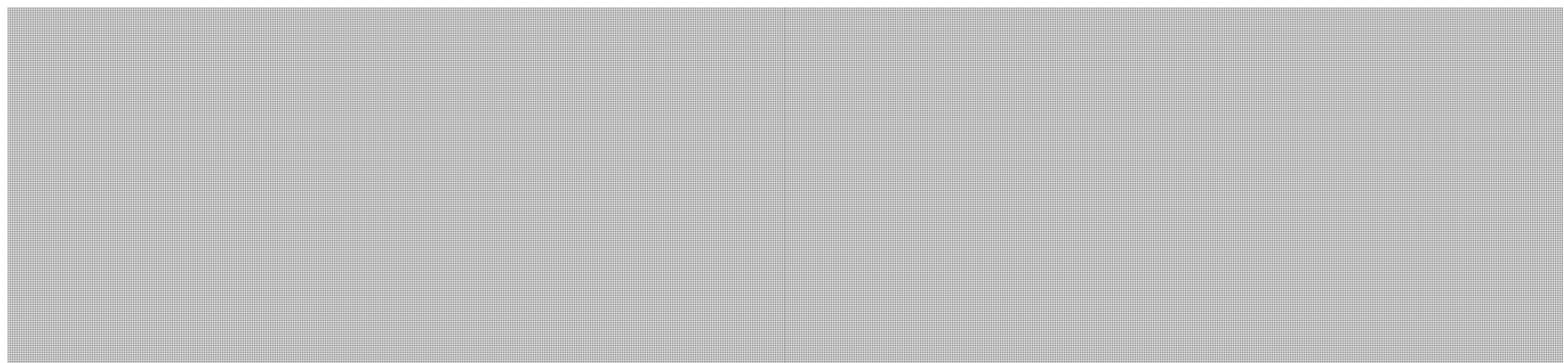
Just kidding...I have questions... 😊



I'm cc'ing Anyes Dimsdale, who I know will have similar concerns and will likely be facing similar questions related to funding for the Yukon First Nation Education Directorate.

I'm happy to set up a meeting if it's easier to discuss this in person.

Thanks!



**s.21(1)(a)**

**s.21(1)(b)**

**Sarah Kitz**

**Negotiator**

Governance Directorate, Yukon Region

Crown-Indigenous Relations and Northern Affairs Canada

[sarah.kitz@rcaanc-cirnac.gc.ca](mailto:sarah.kitz@rcaanc-cirnac.gc.ca)

Office: 867-393-7920

Cell: 867-333-0399

**Négociatrice**

Direction de la Gouvernance, Bureau régional du Yukon

Relations Couronne-Autochtones et Affaires du Nord Canada

[sarah.kitz@rcaanc-cirnac.gc.ca](mailto:sarah.kitz@rcaanc-cirnac.gc.ca)

Office :867-393-7920

Cell : 867-333-0399



**Quilty, Jamie Lee**

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**From:** Larose, Mathieu  
**Sent:** Tuesday, December 3, 2024 3:33 PM  
**To:** [REDACTED]  
**Cc:** Heffernan, Bryna  
**Subject:** RE: Operational Guidance: Updated questions from Northern Region  
**Attachments:** Operational Guidance: Updated questions from Northern Region (Nov 29th)

Hi [REDACTED]

I sent it last week. See attached.

Mathieu

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**From:** [REDACTED]  
**Sent:** Tuesday, December 3, 2024 9:15 AM  
**To:** Larose, Mathieu  
**Cc:** Heffernan, Bryna  
**Subject:** Fwd: Operational Guidance: Updated questions from Northern Region

Hi,  
HQ is following up on this, and just wanted to make sure that you have this to send. Let me know if you want me to send. :)

Sent from my iPhone

Begin forwarded message:

**From:** [REDACTED]  
**Date:** November 29, 2024 at 4:25:00 PM EST  
**To:** "Larose, Mathieu" <Mathieu.Larose@sac-isc.gc.ca>  
**Cc:** "Heffernan, Bryna" <Bryna.Heffernan@sac-isc.gc.ca>, "Ouellette, Andrew" <Andrew.Ouellette@sac-isc.gc.ca>  
**Subject:** FW: Operational Guidance: Updated questions from Northern Region

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Hi Mat,  
Sending along a draft of the weekly email to Jennifer Morse at HQ. Let me know if you have any questions.

**DRAFT EMAIL:**

Send to: Morse, Jennifer [jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)

CC: Onalik, Caitlin (she-elle) [caitlin.onalik@sac-isc.gc.ca](mailto:caitlin.onalik@sac-isc.gc.ca); Ouellette, Andrew [Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca); Doull, Kirstin (she-elle) [Kirstin.Doull@sac-isc.gc.ca](mailto:Kirstin.Doull@sac-isc.gc.ca); Heffernan, Bryna [Bryna.Heffernan@sac-isc.gc.ca](mailto:Bryna.Heffernan@sac-isc.gc.ca); Tierney, Jenny (she-elle) [Jenny.Tierney@sac-isc.gc.ca](mailto:Jenny.Tierney@sac-isc.gc.ca); Larose, Mathieu [Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca); MacPhail, Heather (she-elle) [heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca); [REDACTED]

Hello everyone,

I am sending along our updated list of questions regarding the Jordan's Principle and Inuit CFI operational guidance that was provided in October. Our current approach continues to be highlighted in red text, and we have flagged new questions in blue text.

We also understand that decisions are now being audited in JPCMS. This is a great practice to ensure consistency amongst regions. However, our team has expressed some concern given the ambiguity with the operational guidance we currently have (just the email from Julien). Without further clarification, and without answers to the questions that have been brought forward, it puts regions in a difficult position with respect to making decisions. Our managers are concerned with how the auditing will impact staff morale in the current context of uncertainty/lack of direction. Questions or concerns with decisions should be handled delicately, and I would suggest that these be brought forward to the senior managers (Andrew and Sarah) vs. to staff directly. To support regions in making the right decisions, sharing additional operational guidance and answers to the regional questions asap will be really important.

Thanks again for your support.

### **Jordan's Principle & Inuit CFI Direction Q&A**

1. What is the timeline for sharing information with partners?
2. What is meant by a non-medical related request? Do children's mental health and safety requests fall under medical or non-medical categories? If a request is non-medical but includes a support letter from a medical professional, will this be considered, or must it specifically address the medical needs of the child? NR is seeing inconsistent decisions on this, particularly relating to travel. Some DDMs are approving on the basis of the safety needs related to inadequate childcare in community, and others are denying indicating this is not a child specific request.
3. What is the definition of a medical-related request?
4. ANSWERED: Who is considered a health professional? This is critical in areas that have limited access to health professionals. Has there been any consideration on the impact to the overall health care system and access. Also, positions without a registering body in the north who provide support letters such as community social workers and family support services. ANSWER: On the Nov 27 NR Escalation call, HQ confirmed that supporting documentation from Social Workers that are verified to be employed by the Territorial Government, and are in the children's circle of care, can be accepted (even if they are not registered). And that these professionals are considered medical professionals
5. When should we start communicating about adjustments to the CA for the next fiscal year? If a CA is already in place that includes administrative fees, will these remain until the next fiscal year?
6. Are we treating Territorial and Provincial Governments equally?
7. As there will be an increase in escalations for both travel and other requests in Nunavut, are there any changes to the need for LCO (NTI) notifications at this time? NO CHANGE at this time
8. Travel requests- are we still basing our regional adjudications on information provided by professionals linking the need to a health concern of the child, their mental wellness and/or documented safety concerns? Many linked only to 'no child care in community' will most likely be escalated but if it is clearly noted that there are health or safety concerns in leaving the child at home, can we still approve? How strong does the documentation need to be? NR continues to approve travel requests where there is no care in community and a documented safety concern.
9. Palliative care situations (child, sibling, close relative, etc.) – flexibility in adjudicating if supporting documentation is from a health professional? It seems as though this would be ok – it is non-medical for the child travelling but there would usually be an LOS from a health professional; YES
10. Given groceries and rent are not noted in the message – are we following current protocol? (i.e. approve six months if first request and, depending if linked to health need and supported by LOS from health

- professional, approve additional groceries in region or escalate – same with rent approve for six months if first request but escalate anything longer. Same with all other bills at this time?; As of now YES
11. Beds specifically – would need to be supported by health professional or escalated, correct? (again, could social worker or family preservation worker provide necessary info or only health professional?); YES if direct link to health concern (Autism, ADHD, MH concern, physical need, etc.)
  12. Cultural supports – adjudicating as normal for now – when linked to child's needs items such as travel to cultural events or regalia can still be approved regionally, correct? ESCALATE travel, CONTINUE to approve cultural activities/regalia
  13. Education supports – the e-mail noted 'supports to school boards (off reserve) and private schools will be redirected to provincial or federal program-funded services or supports' – what about private assessment requests for items such as psych-ed assessments? They are sometimes submitted by the school (so perhaps considered a 'support to a school board') but we also receive requests directly from parents with recommendations from other professionals (psychologist, counsellor, etc.) – can we still approve those?
  14. (Staff have been informed by people seeking assessments, there are long wait lists, as most school only get funding from the provinces for 2 children to get assessments per school year (a whole primary school) and often our FN/Inuit kids are left out, and there are significant gaps for our children who have more need due to cultural and biased learning platforms and don't get the assessments they need to succeed in school)
  15. In the new direction around escalating *Education supports to school boards* – in Yukon we are funding two FN's (THFN/KDFN) Education Departments with various education supports for children. Should those requests also be escalated moving forward?
  16. Is the current direction being communicated to appeals to ensure some consistency with appeal decisions?
  17. With the direction to only approve requests up to March 31<sup>st</sup>, 2025, what is the process regions are expected to follow in the system? In the past, the direction has been to enter the item as a separate line in JPCMS and suspend the item until we have authority to approve. This is what NR is doing in the interim.
  18. With the direction to only approve requests up to March 31<sup>st</sup>, 2025, is there anything to be done for Jordan's Principle requests that have already been approved for 2025-26 and 2026-27 – is there anything regions should be doing regarding these prior approvals (for both individual and group requests)?
  19. ~~NR would also like to provide feedback and seek clarity on the daily urgent escalation calls. The volume of escalation presentations on these calls has increased, sometimes preventing the DDM from getting to all of the urgent escalations (and few time sensitive escalations). Some regions are presenting multiple cases at a time (reducing the opportunity for other regions to present), and we are noticing inconsistency in decisions across DDMs. NR is wondering if there would be a possibility to extend the length of these calls (to allow for time sensitive escalations to be presented), and if it would be possible to have regions present one case at a time (and then put their hand back up for each subsequent case) to allow all regions the opportunity to present. NR is also wondering if additional DDMs will be identified (to allow for additional decisions to be rendered), and if there will be some calibration across DDMs.~~
  20. Regarding the current direction to not approve any requests beyond March 31<sup>st</sup>, 2025, to what extent will this apply to confinement travel/long term medical travel requests. The return date for these travel requests are often undefined. We already have people approved and staying at the boarding home that may need to continue to be extended (and this could go beyond March 31<sup>st</sup>). Or should regions be escalating all travel extension requests?
  21. Is there any specific direction around how to handle relocation requests. These are often considered on a child safety basis and typically supported by a social professional. With supporting documentation from a health professional, at the current time the region would only be able to approve short term rent/accommodations and not the travel itself.
  22. With the addition of the new urgency triage function in GC Case, NR is looking for additional examples of how true urgency is defined, in particular the 'other'. What would fall into other? Risk of apprehension?

23. How are decisions and rationales being prioritized back to regions? Most presenters on the escalation calls are asking for theirs to be prioritized. As per HQ direction, NR continues to provide unofficial decisions (prior to decision being processed in the system and rationale being provided) for Inuit CFI travel requests only.
24. Is someone tracking the decisions made on the escalation calls and how are they being tracked/prioritized?
25. Can/should staff be tailoring the follow up to ask for the appropriate professional necessary? The ISC website currently states that documents of support could be from an 'an Elder, knowledge keeper or professional in that field of expertise'
26. Are we able to accept a LOS from registered professional that may not be directly linked to the requested support? (for example: child resides in a community without access to the appropriate registered professional)
27. Do travel agent fees (associated with booking approved travel for children) count as administrative fees or can the region approve? If the region can not approve this, this will impact travel agencies' willingness to book travel for our clients (who do not have the means to pay out of pocket and seek reimbursement).
28. Also, can the region continue to cover damage fees when absolutely necessary (associated with approved travel for children) or are these consider administrative fees? If the region cannot approve damages, this will impact hotels' willingness to accommodate our clients (who do not have the means to pay out of pocket and seek reimbursement).
29. Are the vendors of concern documented nationally for all of the regions? NR has learned of a few vendors of concern via the daily escalations. Is there a list of vendors of concern across the country? If not, could that be developed and shared with regions? NR frequently has clients in BC, AB, MB, SK and ON due to medical travel corridors, so knowing vendors of concern across the country is important.
30. In a worst case scenario situation (for example: no Inuit CFI funding next fiscal year), can unspent funds from this fiscal year be carried over to next fiscal year (to avoid letting staff go abruptly)?
31. NR heard on a recent call that all requests where families are already receiving provincial (territorial) supports must be escalated for decision. Is this a process specific to one region or expected to be implemented in the other regions?
32. ANSWERED: What is the process for regions to obtain authorization to approve group requests/G&C funds. Should requests be sent individually or in some type of tracking document (and at what frequency)? ANSWER: REGIONS CAN APPROVE UP TO P8 FORECAST ONLY.
33. Psycho educational assessments recommended by a health/social/education professional outside of the school, and to be completed by an independent practitioner (with NO funding flowing to school/school board) – can these still be approved? Region is currently approving these where supporting documentation outlines need.
34. How should requests for parkas and regalia be considered? Do these need to be supported by a health professional and linked to a medical need, or can these be considered more broadly due to their cultural nature?
35. Another region has indicated that HQ is considering teachers to be health professionals. Could you please confirm if this is accurate? NR is not currently considering teachers to be health professionals.

Quilty, Jamie Lee

Subject: RE: Regional Bilat - Notes

From: Larose, Mathieu  
Sent: Thursday, November 7, 2024 8:52 AM  
To: [REDACTED] Doull, Kirstin (she-elle) <Kirstin.Doull@sac-isc.gc.ca>  
Cc: Heffernan, Bryna <Bryna.Heffernan@sac-isc.gc.ca>; Onalik, Caitlin (she-elle) <caitlin.onalik@sac-isc.gc.ca>; Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>  
Subject: RE: Regional Bilat - Notes

Thanks [REDACTED] This will be helpful to prep Heather for the JP/DG meeting tomorrow.

From: [REDACTED]  
Sent: Thursday, November 7, 2024 8:44 AM  
To: Larose, Mathieu ; Doull, Kirstin (she-elle)  
Cc: Heffernan, Bryna ; Onalik, Caitlin (she-elle) ; Ouellette, Andrew  
Subject: Regional Bilat - Notes

Hi all,  
Here are the notes from the regional bilat yesterday (notes from the discussion in red).

[REDACTED]

Northern Region – HQ Bilat Wednesday November 6th @3:00pm (Eastern Time)		
Item	Question for HQ	Context
New direction and timelines	<div><div>- Are there any new updates on the operational guidance? No.</div><div>- When can regions expect guidance documents/standard operating procedures/communications lines? Unknown. Grant indicated earlier today that it would be 2-3 weeks. HQ acknowledged the difficult situation regions are in and noted that they are receiving concerns from everywhere (including AFN).</div></div>	

	<ul style="list-style-type: none"><li>- Is NR's current approach for sending in Qs working from an HQ perspective? Yes, they are fine with us sending every 2 days but don't expect to be able to provide answers for some time.</li><li>- When can regions expect answers to the detailed questions? Unknown.</li></ul> <p>Some of the more pressing Qs from NR perspective:</p> <ul style="list-style-type: none"><li>- When will regions start to receive outstanding decision rationales? Is there a plan in place to increase timeliness of decision rationales? Andrew will send a list of the outstanding group request decisions and Grant will follow-up. We will follow a similar process on the individual request side and flag those that have pending a long time/are most urgent.</li><li>- In the meantime, what flexibility do regions have to provide informal decisions in the meantime (per ML email on Oct 30 – see attached)? Not discussed.</li><li>- Travel requests-are we still basing our regional adjudications on information provided by professionals linking the need to a health concern of the child, their mental wellness and/or documented safety concerns? Many linked only to 'no childcare in community' will most likely be escalated but if it is clearly noted that there are health or safety concerns in leaving the child at home, can we still approve? We are seeing inconsistent decisions on these at the daily escalation calls. There was a bit of a discussion on this, but no clear answer. NR will continue to implement as is until clarification/direction is provided. Grant suggested an information note be prepared that outlines the unique situation in the north with birthing outside of community, registration of health/social professionals and other northern contextual factors that HQ can use in getting clarification/providing guidance on this and other questions.</li><li>- Clarification on this line: <i>Non-medical related requests without a specific recommendation from a health professional: Travel costs, vehicles (including recreational vehicles) and accessories (furniture, appliances, clothing, toys), non-medical respite, childcare or daycare etc.</i> Region understands that supporting documentation must be provided by a health professional; however, does the request need to be associated with a specific medical need or will a more general need of the child suffice? For example, could a bed be provided for a child without a bed or does the child need to have a diagnosed need and have a letter that outlines the specific reasons the child needs a bed? Grant's immediate interpretation was as long as there is a letter of support from a registered health professional and some kind of need noted (not necessarily a medical need noted), for child specific items (such as a bed), it could be approved. Though official direction not provided.</li></ul>	
Daily Escalation Calls	<ul style="list-style-type: none"><li>- Could we extend the length of these calls (to allow for time sensitive escalations to be presented)?</li></ul>	

	<ul style="list-style-type: none"><li>- Could regions present one case at a time (and then put their hand back up for each subsequent case) to allow all regions the opportunity to present (unless all of the requests are the same and are being presented as a group)?</li><li>- Will additional DDMs will be identified (to allow for additional decisions to be rendered), and will there be some calibration across DDMs (to ensure consistent decisions)?</li><li>- Will additional escalation processing capacity be identified to increase timeliness of decision rationales and processing of adjudications in JPCMS?</li><li>- This was mostly resolved before this call. Grant mentioned that some on call DDMs are willing to have escalation meetings on the weekends if we want to do an OT blitz to present a large number of cases. NR will consider this. Grant also mentioned to reach out any time with questions/feedback on the escalation calls. Jennifer referenced that she thinks regions will have the delegation for some denials at some point.</li></ul>	
Holding items requested for April 1, 2025 and beyond	<ul style="list-style-type: none"><li>- With the direction to only issue approvals up to March 31, 2025 (under both Jordan's Principle and ICFI for individual and group requests), this doubles the work for case review for these cases (resulting from partial approvals in the system and having to go back to them once we have the approval to approve for next fy). Would surge support be available to help address these partial approvals (would need to be staff trained to review/adjudicate and send decision emails).</li><li>- Surge Capacity Team could implement something like this. However, they are a much smaller group now as most staff have gone back to their substantive positions. Suggestion was that they could build a small team (pulling from regions) that are trained to process these extensions quickly. We did indicate that NR may be able to contribute a person (especially if the nature of our work is changing with these escalations)</li></ul>	
Debrief from ACYF Meeting	<ul style="list-style-type: none"><li>- We also provided a high level debrief of the meeting with ACYF (and flipped the debrief to Jennifer, Jenny and Courtney).</li></ul>	

s.21(1)(b)

**Quilty, Jamie Lee**

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**From:** Larose, Mathieu  
**Sent:** Friday, January 17, 2025 2:14 PM  
**To:** MacPhail, Heather (she-elle); Doull, Kirstin (she-elle); Dulude, Stephanie (she-elle); Taylor, Sara (she); [REDACTED] Ouellette, Andrew  
**Cc:** Heffernan, Bryna  
**Subject:** RE: Regional messaging // Messages régionaux

[REDACTED]  
FYI - [REDACTED] Andrew is starting to accept meetings with partners. Meeting is set up on Monday with KDFN with possible meetings with YFNE and Sahtu in the following days.

Mat

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**From:** MacPhail, Heather (she-elle)  
**Sent:** Friday, January 17, 2025 1:04 PM  
**To:** Doull, Kirstin (she-elle) ; Dulude, Stephanie (she-elle) ; Larose, Mathieu ; Taylor, Sara (she) ; [REDACTED] Ouellette, Andrew  
**Subject:** FW: Regional messaging // Messages régionaux

fyi

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**From:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca> **On Behalf Of** Castonguay, Julien  
**Sent:** Friday, January 17, 2025 12:43 PM  
**To:** Rowe, Allyson (she) <allyson.rowe@sac-isc.gc.ca>; Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>; Laboucan, Rhonda (she-elle) <rhonda.laboucan@sac-isc.gc.ca>; Reynoldson, Andrea <andrea.reynoldson@sac-isc.gc.ca>; Graham, Rod <rod.graham@sac-isc.gc.ca>; Westaway, Lisa <lisa.westaway@sac-isc.gc.ca>; Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>; Dumulon, Louis (il-he) <Louis.Dumulon@sac-isc.gc.ca>; MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>  
**Cc:** Wheatley, Jennifer <Jennifer.Wheatley@sac-isc.gc.ca>; Bagshaw, Jules (she-elle) <Jules.Bagshaw@sac-isc.gc.ca>; Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Gedeon, Jacintha (she her elle la) <Jacintha.Gedeon@justice.gc.ca>; Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>  
**Subject:** Regional messaging // Messages régionaux

Hi REs/RDGs

As discussed at Wednesday afternoon's call, we have developed some language that can hopefully support your verbal discussions with partners over the next few months. This is in addition to the guidance that will come soon from the formal implementation and operational guide package that remains with MINO – while we await approval on that piece, we hope the below is helpful.

Please note that our Comms colleagues are developing responsive media lines for this subject as well.

Happy to discuss this afternoon at our check in if you have any questions,



Molly (343-549-2963) on behalf of

**Julien Castonguay (Il | He)**

Sous-ministre adjoint par intérim | Interim Assistant Deputy Minister

Principe de Jordan et l'Initiative les enfants Inuits d'abord | Jordan's Principle and Inuit Child First Initiative

Indigenous Services Canada | Services aux Autochtones Canada

[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca) | (613) 295-3190

.....

***On Jordan's Principle :***

The Jordan's Principle initiative has an annual reference level (or baseline) of \$772.8 million per year approved by the Department of Finance until the end of the 2027-28 fiscal year. The baseline level is the amount ISC begins with next fiscal year to cover annual costs of approved requests as well as the operational costs of administering the Jordan's Principle initiative. This amount does not include the Inuit Child First Initiative, as this funding as of now sunsets on March 31st 2025.

Due to the demands on the initiative and the funding available, we are working on a plan to allocate the \$772.8 million to ensure children don't experience discrimination in the delivery of health social and education services. We are not yet in a position to advise on the exact amount that will be allocated to each community or organization until we review the financial situation and the group requests. We understand this may necessitate difficult decisions at the community and organization level regarding operational cost and employment status.

We will continue to engage partners with any updates as more information is made available.

XXXXXXXXXXXXXXXXXX

***Sur L'initiative du Principe de Jordan:***

L'initiative du Principe de Jordan a un niveau de référence annuel (ou niveau de base) de 772,8 millions de dollars par an approuvé par le ministère des Finances jusqu'à la fin de l'exercice 2027-28. Le niveau de référence est le montant avec lequel SAC commence le prochain exercice financier pour couvrir les coûts annuels des demandes approuvées ainsi que les coûts opérationnels de l'administration de l'initiative du Principe de Jordan. Ce montant n'inclut pas l'Initiative : Les enfants inuits d'abord, car ce financement prend fin le 31 mars 2025.

Compte tenu des exigences de l'initiative et des fonds disponibles, nous travaillons sur un plan d'affectation des 772,8 millions de dollars pour veiller à ce que les enfants ne fassent pas l'objet de discrimination dans la prestation des services de santé, sociaux et éducatifs. Nous ne sommes pas encore en mesure d'indiquer le montant exact qui sera alloué à chaque communauté ou organisation tant que nous n'aurons pas examiné la situation financière et les demandes des groupes. Nous comprenons que cela peut nécessiter des décisions difficiles au niveau de la communauté et de l'organisation en ce qui concerne les coûts opérationnels et le statut de la main d'œuvre.

Nous continuerons d'informer nos partenaires au fur et à mesure que de nouvelles informations seront disponibles.

.....

***On Inuit Child First Initiative:***

The Government of Canada has committed \$387.5M since 2019 to the Inuit Child First Initiative. An initial \$220 million over five years, was announced beginning in 2019 to address the immediate needs of Inuit children and to continue working with Inuit partners to improve local capacity to deliver services. An additional \$167.5 million over two years starting in 2023-2024 was announced in 2024, to allow delivery of the current interim approach while Canada and Inuit Partners continued the co-development of a long-term approach for the Inuit Child First Initiative.

A source of funds has not been confirmed for Fiscal year 2025-26. We understand that this may necessitate difficult decisions at the community and organization level regarding planning for next year.

ISC and Inuit partners have made great progress on the co-development of a shared responsibility model and a National Framework and interim regional approaches as directed by Inuit leadership and Canada. ISC remains committed to the co-development process and will continue to engage Inuit partners with updates as more information is made available.

XXXXXXXXXXXXXX

### ***Sur l'Initiative: Les enfants inuits d'abord***

Le gouvernement du Canada a engagé 387,5 millions de dollars depuis 2019 dans l'Initiative: Les enfants inuits d'abord. Un montant initial de 220 millions de dollars sur cinq ans, a été annoncé à partir de 2019 pour répondre aux besoins immédiats des enfants inuits et pour continuer à travailler avec les partenaires inuits afin d'améliorer la capacité locale à fournir des services. Un montant supplémentaire de 167,5 millions de dollars sur deux ans à partir de 2023-2024 a été annoncé en 2024 pour permettre la mise en œuvre de l'approche provisoire actuelle pendant que le Canada et les partenaires inuits poursuivent l'élaboration conjointe d'une approche à long terme pour l'initiative : Les enfants inuits d'abord.

Aucune source de financement n'a été confirmée pour l'exercice 2025-26. Nous comprenons que cela peut nécessiter des décisions difficiles au niveau de la communauté et de l'organisation en ce qui concerne la planification pour l'année prochaine.

SAC et les partenaires inuits ont réalisé d'importants progrès dans l'élaboration conjointe d'un modèle de responsabilité partagée, d'un cadre national et d'approches régionales provisoires, conformément aux directives des dirigeants inuits et du Canada. SAC reste engagé dans le processus de co-développement et continuera d'informer les partenaires inuits au fur et à mesure que de nouvelles informations seront disponibles.

Quilty, Jamie Lee

**From:** Larose, Mathieu  
**Sent:** Thursday, February 6, 2025 2:38 PM  
**To:** Doull, Kirstin (she-elle); Dulude, Stephanie (she-elle)  
**Cc:** Onalik, Caitlin (she-elle)  
**Subject:** RE: Step 3 - internal communication from Heather to JP / ICFI teams

Looks great Kirstin! Just made one small edit below. This is a very good thing for our staff. They will appreciate the acknowledgement.

Mathieu

**From:** Doull, Kirstin (she-elle)  
**Sent:** Thursday, February 6, 2025 12:14 PM  
**To:** Larose, Mathieu ; Dulude, Stephanie (she-elle)  
**Cc:** Onalik, Caitlin (she-elle)  
**Subject:** Step 3 - internal communication from Heather to JP / ICFI teams

Hi there,

As mentioned in the email from yesterday, below is a draft email for Heather to send to staff. Happy to make edits, as required.

\*\*\*\*\*

Hello everyone,

Since the new direction, shared in October 2024, to escalate certain individual and group requests to the national office, there continues to be a great deal of uncertainty.

I want to thank each and every one of you for your hard work during this stressful time. I know that the lack of formal communication, decisions and direction is immensely challenging, and you are navigating and mitigating this with clients and partners with incredible grace. I want you to know that I see this, and truly appreciate your commitment to the people and communities we serve.

Regionally, we are working on information to send to partners confirming that Inuit CFI and Jordan’s Principle Contribution Agreement recipients will be able to carry forward unspent funds under certain conditions into the 2025/26 fiscal year. This is expected to go out this week. We have also been told by headquarters that external, shareable communications on the new operational guidance, which will outline eligible projects and requests is coming soon. This does not change the fact that you have been managing these changes since October.

I encourage you to take time for self-care and the things that bring you joy. EAP is available to you at any time.

- To contact Employee Assistance Program (EAP):**
- By phone: 1-800-268-7708, or 1-800-567-5803 (digital service for individuals who are deaf or hard of hearing)
  - By chat: [Access the EAP Chat \(new\)](#)

The Chat service is available Monday to Friday, 8:00 am to 7:30 pm (Eastern Time), excluding statutory holidays.  
Access the Employee Assistance Program (EAP) Chat - Step 1 - 3 (of 4)  
Use EAP Chat to connect with us in real time and get a referral for counselling sessions with a mental health professional.

Thank you very much.  
Heather

## Quilty, Jamie Lee

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**From:** Larose, Mathieu  
**Sent:** Thursday, November 21, 2024 10:31 AM  
**To:** Morse, Jennifer  
**Subject:** RE: Two questions from Northern :)

Thanks so much for the attention. Anything we can do to help you create/adjust the directives, we are happy to help. 😊

Mat

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**From:** Morse, Jennifer  
**Sent:** Thursday, November 21, 2024 10:02 AM  
**To:** Larose, Mathieu  
**Subject:** RE: Two questions from Northern :)

Hi Mathieu,

Let me take a look at this.

BTW, I really appreciated the documents on compassionate travel you sent. We are looking at making more exceptions to the rules when it comes to people having to leave their children behind.

Hopefully, we can get some of this out, so people know how to manage these requests.

Jen

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**From:** Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>  
**Sent:** Thursday, November 21, 2024 9:57 AM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Subject:** Two questions from Northern :)

Hi Jennifer,

How are you holding up? I'm trying my best not to spam you or your team these days. You must be completely overwhelmed..

I have two things that I'm tracking for my team and hoping you can weigh in.

The first is the group proposal below [REDACTED] Wondering if we are closer to a decision on this one. As you know, we have group requests in all but two communities. There is an issue of equity that weighs in the balance of our current financial pressures. I also want to share with you an article that came out yesterday around child poverty rates in Nunavut (highest in Canada at 42% for children under 18 vs 18% which is the national average for Canada): [Nunavut's child poverty rate is the highest in Canada, new report says | CBC News](#)

Lastly, I wanted to get your feedback on an issue that came out of a recent escalation call, where the decision from the DDM on a group request under Jordan's Principle required that we validate eligibility for the 115 kids identified in the group proposal. I think a lot of this is DDM-specific and I don't want to get in the game of challenging individual decisions. I'm concerned that this becomes a requirement for some of the large group proposals that we have that are community wide (600-1000 children), which would be operationally unsustainable. Prior to B2B, the guidance was to do it on proposals of less than 50 children. Under B2B, the requirement disappeared. Out of curiosity and to honour the DDMs decision, I've asked the team to complete the

s.19(1)

verification on this request. I'll be curious to see how many children are in fact ineligible. Overall, if the rules are changing on this front, it would be good to consider a thoughtful/reasonable way to confirm.

Happy to chat more if needed!

Mathieu

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**From:** Tierney, Jenny (she-elle) <[Jenny.Tierney@sac-isc.gc.ca](mailto:Jenny.Tierney@sac-isc.gc.ca)>

**Sent:** Monday, November 18, 2024 9:34 AM

**To:** Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>

**Subject:** [REDACTED]

Hi Andrew,

I just wanted to follow-up to say that I will leave this to Operations as I don't have any say in these items.

Jenny

**Jenny Tierney (she/her/elle)**

Acting Manager of Policy | Gestionnaire intérimaire de la politique

Inuit Child First Initiative | L'Initiative: Les enfants inuits d'abord

First Nations and Inuit Health Branch | Direction générale de la santé des Premières Nations et des Inuits

Indigenous Services Canada | Services aux Autochtones Canada

Cell : (873) 355-0426

[jenny.tierney@sac-isc.gc.ca](mailto:jenny.tierney@sac-isc.gc.ca)

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**From:** Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>

**Sent:** Friday, November 15, 2024 4:19 PM

**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Tierney, Jenny (she-elle) <[Jenny.Tierney@sac-isc.gc.ca](mailto:Jenny.Tierney@sac-isc.gc.ca)>

**Subject:** [REDACTED]

Hi

Just following up on the request below. I also have two additional questions related to food requests:

On Wednesday [REDACTED] A decision was deferred as we were asked to gather more information – one of the items being to request a list of all 115 children from the requestor and a letter from a health professional.

- Should we be getting lists of children's names for these community food requests? [REDACTED]  
[REDACTED] We have also received another request from a First Nation that has over 300 children. Before requesting this additional information, I want to ensure this is what we should be doing.
- Do food voucher requests need support letters from Health Professionals? These types of requests were not included on the Oct 22 changes.

Thanks

Andrew

Andrew Ouellette

Jordan's Principle and the Inuit Child First Initiative  
Northern Region, First Nations and Inuit Health Branch

Department of Indigenous Services Canada / Government of Canada

[andrew.ouellette@sac-isc.gc.ca](mailto:andrew.ouellette@sac-isc.gc.ca)

[principedejordanrn-nrjardansprincipe@sac-isc.gc.ca](mailto:principedejordanrn-nrjardansprincipe@sac-isc.gc.ca)

Tel: 613-295-2574 / 1-866-848-5846

Principe de Jordan et L'initiative : Les enfants Inuits d'abord

Région du nord, Direction générale de la santé des Premières Nations et des Inuits

Ministère des Services aux Autochtones / Gouvernement du Canada

[andrew.ouellette@sac-isc.gc.ca](mailto:andrew.ouellette@sac-isc.gc.ca)

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Tel: 613-295-2574 / 1-866-848-5846

*N'hésitez pas à me répondre dans la langue officielle de votre choix. / Please feel free to reply in the official language of your choice.*

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**From:** Ouellette, Andrew

**Sent:** Tuesday, November 12, 2024 4:33 PM

**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Tierney, Jenny (she-elle) <[Jenny.Tierney@sac-isc.gc.ca](mailto:Jenny.Tierney@sac-isc.gc.ca)>

**Subject:** [REDACTED]

Hi

[REDACTED]

The department had committed to approving community food voucher projects from all communities i [REDACTED] however, we are currently not able to approve any group requests at this time. Due to the fact that 23 other [REDACTED] communities have been approved to run similar food voucher projects is there a way we can get an exception to approve this request?

[REDACTED]

573 children 0-18 @ [REDACTED] month (food) [REDACTED]

105 children 0-3 @ [REDACTED] month (diapering items) \$ [REDACTED]

Food Service Coordinator [REDACTED] year for 3 months) [REDACTED]

Admin [REDACTED]

**Total \$986,998**

Thanks

Andrew

Andrew Ouellette

Jordan's Principle and the Inuit Child First Initiative

Northern Region, First Nations and Inuit Health Branch

Department of Indigenous Services Canada / Government of Canada

[andrew.ouellette@sac-isc.gc.ca](mailto:andrew.ouellette@sac-isc.gc.ca)

[principedejordanrn-nrjardansprincipe@sac-isc.gc.ca](mailto:principedejordanrn-nrjardansprincipe@sac-isc.gc.ca)

Tel: 613-295-2574 / 1-866-848-5846

Principe de Jordan et L'initiative : Les enfants Inuits d'abord

Région du nord, Direction générale de la santé des Premières Nations et des Inuits  
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[andrew.ouellette@sac-isc.gc.ca](mailto:andrew.ouellette@sac-isc.gc.ca)  
[principedejordanrn-nrjordanprincipe@sac-isc.gc.ca](mailto:principedejordanrn-nrjordanprincipe@sac-isc.gc.ca)  
Tel: 613-295-2574 / 1-866-848-5846

*N'hésitez pas à me répondre dans la langue officielle de votre choix. / Please feel free to reply in the official language of your choice.*

## Quilty, Jamie Lee

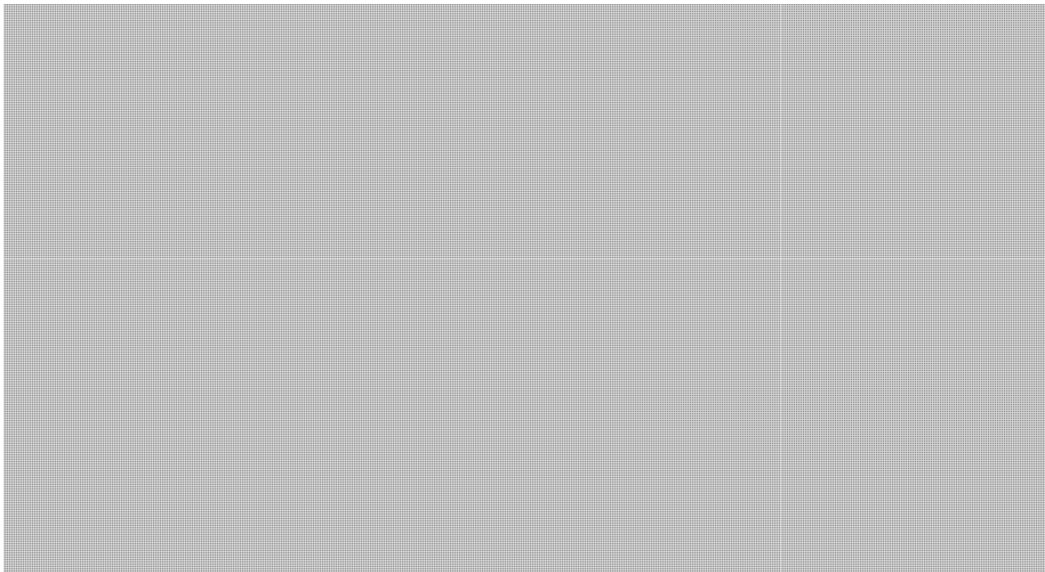
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**From:** [REDACTED]  
**Sent:** Friday, November 15, 2024 5:29 PM  
**To:** Morse, Jennifer  
**Cc:** Onalik, Caitlin (she-elle); Ouellette, Andrew; Doull, Kirstin (she-elle); Heffernan, Bryna; Tierney, Jenny (she-elle); Larose, Mathieu; MacPhail, Heather (she-elle)  
**Subject:** Operational Guidance: Updated questions from Northern Region

Hello everyone & TGIF! 😊

In Mathieu's absence, I am sending along our updated list of questions regarding the recent direction on the processing of Jordan's Principle and Inuit CFI requests. Our current approach continues to be highlighted in red text, and we have flagged new questions in blue text.

I understand your team is working on the operational guidance (and many of these questions are likely already being considered). Thanks for your support with this.



*Please feel free to reply in the official language of your choice. / N'hésitez pas à me répondre dans la langue officielle de votre choix.*

### Jordan's Principle & Inuit CFI Direction Q&A

- What is the timeline for sharing information with partners?
- What is meant by a non-medical related request? Do children's mental health and safety requests fall under medical or non-medical categories? If a request is non-medical but includes a support letter from a medical professional, will this be considered, or must it specifically address the medical needs of the child? NR is seeing inconsistent decisions on this, particularly relating to travel. Some DDMs are approving on the basis of the safety needs related to inadequate childcare in community, and others are denying indicating this is not a child specific request.
- What is the definition of a medical-related request?
- Who is considered a health professional? This is critical in areas that have limited access to health professionals. Has there been any consideration on the impact to the overall health care system and access. Also, positions without a registering body in the north who provide support letters such as community social workers and family support services.



- When should we start communicating about adjustments to the CA for the next fiscal year? If a CA is already in place that includes administrative fees, will these remain until the next fiscal year?
- Are we treating Territorial and Provincial Governments equally?
- As there will be an increase in escalations for both travel and other requests in Nunavut, are there any changes to the need for LCO (NTI) notifications at this time? NO CHANGE at this time
- Travel requests- are we still basing our regional adjudications on information provided by professionals linking the need to a health concern of the child, their mental wellness and/or documented safety concerns? Many linked only to 'no child care in community' will most likely be escalated but if it is clearly noted that there are health or safety concerns in leaving the child at home, can we still approve? How strong does the documentation need to be? NR continues to approve travel requests where there is no care in community and a documented safety concern.
- Palliative care situations (child, sibling, close relative, etc.) – flexibility in adjudicating if supporting documentation is from a health professional? It seems as though this would be ok – it is non-medical for the child travelling but there would usually be an LOS from a health professional; YES
- Given groceries and rent are not noted in the message – are we following current protocol? (i.e. approve six months if first request and, depending if linked to health need and supported by LOS from health professional, approve additional groceries in region or escalate – same with rent approve for six months if first request but escalate anything longer. Same with all other bills at this time?; As of now YES
- Beds specifically – would need to be supported by health professional or escalated, correct? (again, could social worker or family preservation worker provide necessary info or only health professional?); YES if direct link to health concern (Autism, ADHD, MH concern, physical need, etc.)
- Cultural supports – adjudicating as normal for now – when linked to child's needs items such as travel to cultural events or regalia can still be approved regionally, correct? ESCALATE travel, CONTINUE to approve cultural activities/regalia
- Education supports – the e-mail noted 'supports to school boards (off reserve) and private schools will be redirected to provincial or federal program-funded services or supports' – what about private assessment requests for items such as psych-ed assessments? They are sometimes submitted by the school (so perhaps considered a 'support to a school board') but we also receive requests directly from parents with recommendations from other professionals (psychologist, counsellor, etc.) – can we still approve those?
- (Staff have been informed by people seeking assessments, there are long wait lists, as most school only get funding from the provinces for 2 children to get assessments per school year (a whole primary school) and often our FN/Inuit kids are left out, and there are significant gaps for our children who have more need due to cultural and biased learning platforms and don't get the assessments they need to succeed in school)
- In the new direction around escalating *Education supports to school boards* – in Yukon we are funding two FN's (THFN/KDFN) Education Departments with various education supports for children. Should those requests also be escalated moving forward?
- Is the current direction being communicated to appeals to ensure some consistency with appeal decisions?
- With the direction to only approve requests up to March 31<sup>st</sup>, 2025, what is the process regions are expected to follow in the system? In the past, the direction has been to enter the item as a separate line in JPCMS and suspend the item until we have authority to approve. This is what NR is doing in the interim.
- With the direction to only approve requests up to March 31<sup>st</sup>, 2025, is there anything to be done for Jordan's Principle requests that have already been approved for 2025-26 and 2026-27 – is there anything regions should be doing regarding these prior approvals (for both individual and group requests)?
- ~~NR would also like to provide feedback and seek clarity on the daily urgent escalation calls. The volume of escalation presentations on these calls has increased, sometimes preventing the DDM from getting to all of the urgent escalations (and few time sensitive escalations). Some regions are presenting multiple cases at a time (reducing the opportunity for other regions to present), and we are noticing inconsistency in decisions across DDMs. NR is wondering if there would be a possibility to extend the length of these calls (to allow for time sensitive escalations to be presented), and if it would be possible to have regions present one case at a time (and then put their hand back up for each subsequent case) to allow all regions the opportunity to present. NR is also wondering if additional DDMs will be identified (to allow for additional decisions to be rendered), and if there will be some calibration across DDMs.~~
- Regarding the current direction to not approve any requests beyond March 31<sup>st</sup>, 2025, to what extent will this apply to confinement travel/long term medical travel requests. The return date for these travel requests are often undefined. We

already have people approved and staying at the boarding home that may need to continue to be extended (and this could go beyond March 31<sup>st</sup>). Or should regions be escalating all travel extension requests?

- Is there any specific direction around how to handle relocation requests. These are often considered on a child safety basis and typically supported by a social professional. With supporting documentation from a health professional, at the current time the region would only be able to approve short term rent/accommodations and not the travel itself.
- With the addition of the new urgency triage function in GC Case, NR is looking for additional examples of how true urgency is defined, in particular the 'other'. What would fall into other? Risk of apprehension?
- How are decisions and rationales being prioritized back to regions? Most presenters on the escalation calls are asking for theirs to be prioritized. As per HQ direction, NR continues to provide unofficial decisions (prior to decision being processed in the system and rationale being provided) for Inuit CFI travel requests only.
- Is someone tracking the decisions made on the escalation calls and how are they being tracked/prioritized?
- Can/should staff be tailoring the follow up to ask for the appropriate professional necessary? The ISC website currently states that documents of support could be from an 'an Elder, knowledge keeper or professional in that field of expertise'
- Are we able to accept a LOS from registered professional that may not be directly linked to the requested support? (for example: child resides in a community without access to the appropriate registered professional)
- Do travel agent fees (associated with booking approved travel for children) count as administrative fees or can the region approve? If the region can not approve this, this will impact travel agencies' willingness to book travel for our clients (who do not have the means to pay out of pocket and seek reimbursement).
- Also, can the region continue to cover damage fees when absolutely necessary (associated with approved travel for children) or are these consider administrative fees? If the region cannot approve damages, this will impact hotels' willingness to accommodate our clients (who do not have the means to pay out of pocket and seek reimbursement).
- Are the vendors of concern documented nationally for all of the regions? NR has learned of a few vendors of concern via the daily escalations. Is there a list of vendors of concern across the country? If not, could that be developed and shared with regions? NR frequently has clients in BC, AB, MB, SK and ON due to medical travel corridors, so knowing vendors of concern across the country is important.
- In a worst case scenario situation (for example: no Inuit CFI funding next fiscal year), can unspent funds from this fiscal year be carried over to next fiscal year (to avoid letting staff go abruptly)?
- NR heard on a recent call that all requests where families are already receiving provincial (territorial) supports must be escalated for decision. Is this a process specific to one region or expected to be implemented in the other regions?
- What is the process for regions to obtain authorization to approve group requests/G&C funds. Should requests be sent individually or in some type of tracking document (and at what frequency)? NR does have a number of pending group requests.

## Quilty, Jamie Lee

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**From:** Campbell, Andrea on behalf of Jeans, Terry (he-il-negm)  
**Sent:** Thursday, March 6, 2025 2:13 PM  
**To:** Campbell, Andrea  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

### Andrea Campbell

Executive Assistant, Director of Operations Office  
First Nations and Inuit Health Branch, Ontario Region  
Indigenous Services Canada | Government of Canada  
[andrea.campbell@sac-isc.gc.ca](mailto:andrea.campbell@sac-isc.gc.ca) | 613-285-5470  
Hours: M/T/W: 7am-3pm, Th/F: 8am – 4pm EST

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**From:** MacEwen, Natasha **On Behalf Of** Westaway, Lisa  
**Sent:** Monday, February 10, 2025 12:54 PM  
**To:** Abdi, Adan ; Jeans, Terry (he-il-negm) ; Amyot, Corinne ; Bourdouleix, Shirley (she-elle) ; Levesque, Marie-Josée ; Lentz, Georgina (she-kwe)  
**Cc:** Hayes, Jesse ; Hewitt, Derrick ; Corbett, Jodi (she-elle) ; Larsen, Heather  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

Nia:wen / Thank you / Merci

### Lisa Westaway

Regional Executive, First Nations and Inuit Health Branch, Ontario Region

Directrice Executiv Régionale, Direction Générale de la santé des Premières nations et des Inuits, Région de l'Ontario  
Indigenous Services Canada / Government of Canada  
Services Autochtones Canada / Gouvernement du Canada  
[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)

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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.



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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

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**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific





recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

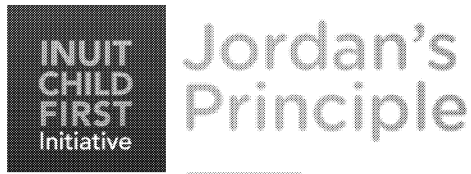
A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance





## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

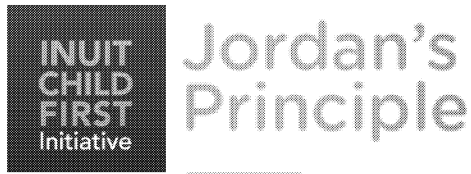
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

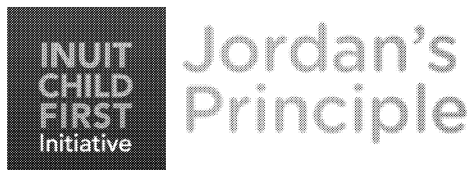
#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**





A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

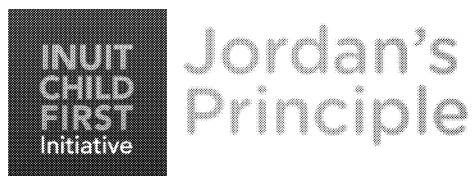
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** Jeans, Terry (he-il-negm)  
**Sent:** Monday, February 10, 2025 2:16 PM  
**To:** Duchnick, Kathryn  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

FYI

----- Original message -----

**From:** "Westaway, Lisa"  
**Date:** 2025-02-10 12:54 p.m. (GMT-05:00)  
**To:** "Abdi, Adan" , "Jeans, Terry (he-il-negm)" , "Amyot, Corinne" , "Bourdouleix, Shirley (she-elle)" , "Levesque, Marie-Josée" , "Lentz, Georgina (she-kwe)"  
**Cc:** "Hayes, Jesse" , "Hewitt, Derrick" , "Corbett, Jodi (she-elle)" , "Larsen, Heather"  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

Nia:wen / Thank you / Merci

**Lisa Westaway**

Regional Executive, First Nations and Inuit Health Branch, Ontario Region

Directrice Exécutive Régionale, Direction Générale de la santé des Premières nations et des Inuits, Région de l'Ontario

Indigenous Services Canada / Government of Canada

Services Autochtones Canada / Gouvernement du Canada

[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)

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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.



## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities





4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

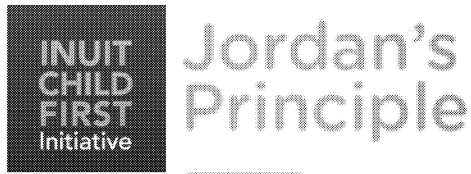
- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.





## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

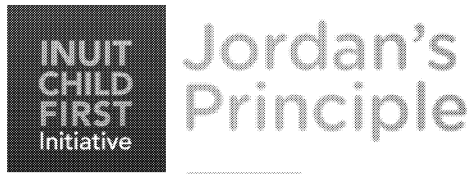
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## **Questions and Answers**

### **General Information**

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:





- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



## Jordan's Principle

A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

### Q: How should each First Nations child be represented in a group request?

A: Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

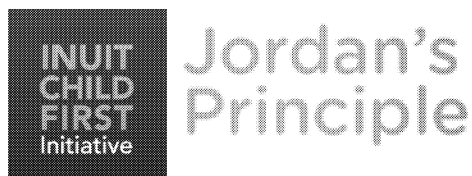
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Riley, Anik

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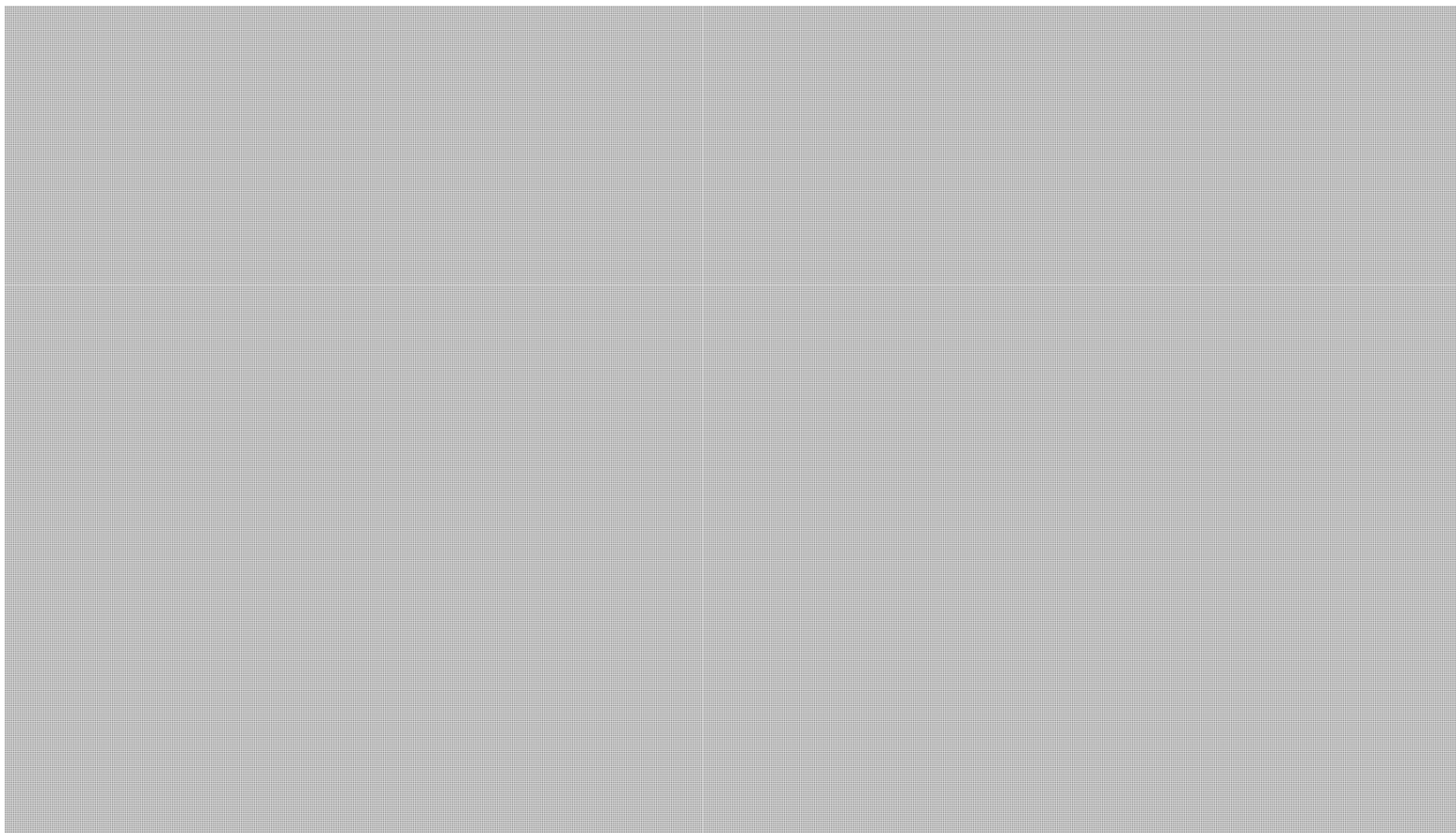
**From:** Bergamin, Tania (she-elle)  
**Sent:** Thursday, March 13, 2025 9:37 AM  
**To:** Riley, Anik  
**Subject:** FW: Meeting summary - Minister and Regional Chief Picard

Emil number 3  
s.21(1)(a)  
s.21(1)(b)

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**From:** Bergamin, Tania (she-elle)  
**Sent:** Tuesday, December 3, 2024 8:57 AM  
**To:** Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>; Dallaire, Marlene <marlene.dallaire@sac-isc.gc.ca>  
**Subject:** RE: Meeting summary - Minister and Regional Chief Picard

Good morning!



So the big question is: when is Julien going to come meet with us?

Tania

---

**From:** Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>  
**Sent:** Monday, December 2, 2024 4:51 PM

**To:** Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>; Dallaire, Marlene <[marlene.dallaire@sac-isc.gc.ca](mailto:marlene.dallaire@sac-isc.gc.ca)>  
**Subject:** TR: Meeting summary - Minister and Regional Chief Picard

Pvi – l’essentiel des discussions entre notre ministre et Chef Picard et des suivis potentiels.  
A +  
Sylvie

---

**De :** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Envoyé :** 2 décembre 2024 14:32  
**À :** Lappe, Catherine (she-elle) <[Catherine.Lappe@sac-isc.gc.ca](mailto:Catherine.Lappe@sac-isc.gc.ca)>; Wilkinson, Joanne <[Joanne.Wilkinson@sac-isc.gc.ca](mailto:Joanne.Wilkinson@sac-isc.gc.ca)>; Hadden-Jokiel, Paula (she-elle) <[Paula.Hadden-Jokiel@sac-isc.gc.ca](mailto:Paula.Hadden-Jokiel@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Boivin, Marc <[marc.boivin@sac-isc.gc.ca](mailto:marc.boivin@sac-isc.gc.ca)>  
**Cc :** Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Garon, Caroline (elle-she) <[caroline.garon@sac-isc.gc.ca](mailto:caroline.garon@sac-isc.gc.ca)>  
**Objet :** Meeting summary - Minister and Regional Chief Picard

Hi colleagues,

Sharing a quick summary from meeting between Minister and Regional Chief this morning. Marc and I were the officials present. Marc, don’t hesitate to add anything or correct.

**Participants:**

Minister, Regional Chief Picard and his Chief of Staff, Marjolaine Sioui (FNHSSQL Executive Director), Richard Grey (FNHSSQL director of social) and Jessie Messier (Director of Health) , Chief Vicky Chief (Temiskaming First Nation).

**Discussion Topics and Outcomes:**

1.	
2.	
3.	

s.21(1)(a)

s.21(1)(b)

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Action Items:


Julien

## Riley, Anik

		s.17
<b>From:</b>	Bergamin, Tania (she-elle)	
<b>Sent:</b>	Thursday, March 13, 2025 9:38 AM	s.21(1)(a)
<b>To:</b>	Riley, Anik	s.21(1)(b)
<b>Subject:</b>	FW: Bi-Weekly Regional Director's meeting	

Email number 4

**From:** Bergamin, Tania (she-elle)  
**Sent:** Friday, November 22, 2024 1:16 PM  
**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <SDOJordansPrincipe-principejordan@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>; Abdi, Adan <adan.abdi@sac-isc.gc.ca>; Howell, Glenn <glenn.howell2@sac-isc.gc.ca>; Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>; Musgrave, Sandra <sandra.musgrave@sac-isc.gc.ca>; Onyegbula, Cynthia <cynthia.onyegbula@sac-isc.gc.ca>; Pinay, Crystal <crystal.pinay@sac-isc.gc.ca>; Berland, Frankie <frankie.berland@sac-isc.gc.ca>; Chow, Carina <Carina.Chow@sac-isc.gc.ca>; Sanderson, Mary-Lou <mary-lou.sanderson@sac-isc.gc.ca>; Sebastian, Maureen <maureen.sebastian@sac-isc.gc.ca>; Gacheru, Joe <joe.gacheru@sac-isc.gc.ca>; [REDACTED] Sabitova, Vanessa <Vanessa.Sabitova@sac-isc.gc.ca>; Kasper, Catherine <catherine.kasper@sac-isc.gc.ca>; Hayes, Jesse <jesse.hayes@sac-isc.gc.ca>; Russelle, Kelly <kelly.russelle@sac-isc.gc.ca>; Robinson, Grant <grant.robinson@sac-isc.gc.ca>; McLellan, Dayle (she-elle) <dayle.mclellan@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>; Ouellette, Andrew <Andrew.Ouellette@sac-isc.gc.ca>; Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>  
**Cc:** Edmunds, Michael <michael.edmunds@sac-isc.gc.ca>; Flynn, Ailsa (she-elle) <Ailsa.Flynn@sac-isc.gc.ca>; Mirabelli, Meaghan (she-elle) <meaghan.mirabelli@sac-isc.gc.ca>; little, aaron <aaron.little@sac-isc.gc.ca>; Labaki, Aline <aline.labaki@sac-isc.gc.ca>; O'Connor, Shelagh (she-elle) <shelagh.oconnor@sac-isc.gc.ca>; Hewitt, Derrick <derrick.hewitt@sac-isc.gc.ca>; Corbett, Jodi (she-elle) <jodi.corbett@sac-isc.gc.ca>; Amyotte, Carmen <carmen.amyotte@sac-isc.gc.ca>; Atwal, Jaspreet (she-elle) <jaspreet.atwal@sac-isc.gc.ca>; Ritchie-Corrigal, Rhonda <rhonda.ritchie-corrigan@sac-isc.gc.ca>; Martin, Wesley (he-il) <wesley.martin@sac-isc.gc.ca>; Buck, Lacey (she-elle) <Lacey.Buck@sac-isc.gc.ca>  
**Subject:** RE: Bi-Weekly Regional Director's meeting

Good day HQ,

Given the receipt of the letter decision, we have studied it in our region and have many questions on the next steps and how to proceed:

- 1.
- 2.
- 3.
- 4.



s.21(1)(a)

s.21(1)(b)

s.17

5.  
6.  
7.  
8.

Apologies for all the questions, but as I'm sure other regions will be faced with similar questions from partners also given that the Letter Decision is public and accessible on the Caring Society's web page.

Many thanks!

**Tania Bergamin B.A, J.D.**

Gestionnaire régionale – Principe de Jordan et Initiative : les enfants Inuits d'abord  
Direction générale de la Santé des Premières Nations et des Inuits, région du Québec  
Services aux Autochtones Canada/Gouvernement du Canada  
[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)

Regional Manager – Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Quebec Region  
Indigenous Services Canada/Government of Canada  
[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrincipe-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrincipe-principejordan@sac-isc.gc.ca)>

**Sent:** Friday, November 22, 2024 10:27 AM

**To:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Abdi, Adan <[adan.abdi@sac-isc.gc.ca](mailto:adan.abdi@sac-isc.gc.ca)>; Howell, Glenn <[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca)>; Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Musgrave, Sandra <[sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca)>; Onyegbula, Cynthia <[cynthia.onyegbula@sac-isc.gc.ca](mailto:cynthia.onyegbula@sac-isc.gc.ca)>; Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>; Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Chow, Carina <[Carina.Chow@sac-isc.gc.ca](mailto:Carina.Chow@sac-isc.gc.ca)>; Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>; Sebastian, Maureen <[maureen.sebastian@sac-isc.gc.ca](mailto:maureen.sebastian@sac-isc.gc.ca)>; Gacheru, Joe <[joe.gacheru@sac-isc.gc.ca](mailto:joe.gacheru@sac-isc.gc.ca)>; Sabitova, Vanessa <[Vanessa.Sabitova@sac-isc.gc.ca](mailto:Vanessa.Sabitova@sac-isc.gc.ca)>; Kasper, Catherine <[catherine.kasper@sac-isc.gc.ca](mailto:catherine.kasper@sac-isc.gc.ca)>; Hayes, Jesse <[jesse.hayes@sac-isc.gc.ca](mailto:jesse.hayes@sac-isc.gc.ca)>; Russelle, Kelly <[kelly.russelle@sac-isc.gc.ca](mailto:kelly.russelle@sac-isc.gc.ca)>; Robinson, Grant <[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca)>; McLellan, Dayle (she-elle) <[dayle.mclellan@sac-isc.gc.ca](mailto:dayle.mclellan@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Ouellette, Andrew <[Andrew.Ouellette@sac-isc.gc.ca](mailto:Andrew.Ouellette@sac-isc.gc.ca)>

**Cc:** Edmunds, Michael <[michael.edmunds@sac-isc.gc.ca](mailto:michael.edmunds@sac-isc.gc.ca)>; Flynn, Ailsa (she-elle) <[Ailsa.Flynn@sac-isc.gc.ca](mailto:Ailsa.Flynn@sac-isc.gc.ca)>; Mirabelli, Meaghan (she-elle) <[Meaghan.Mirabelli@sac-isc.gc.ca](mailto:Meaghan.Mirabelli@sac-isc.gc.ca)>; Little, Aaron <[aaron.little@sac-isc.gc.ca](mailto:aaron.little@sac-isc.gc.ca)>; Labaki, Aline <[aline.labaki@sac-isc.gc.ca](mailto:aline.labaki@sac-isc.gc.ca)>; O'Connor, Shelagh (she-elle) <[shelagh.oconnor@sac-isc.gc.ca](mailto:shelagh.oconnor@sac-isc.gc.ca)>; Hewitt, Derrick <[derrick.hewitt@sac-isc.gc.ca](mailto:derrick.hewitt@sac-isc.gc.ca)>; Corbett, Jodi (she-elle) <[jodi.corbett@sac-isc.gc.ca](mailto:jodi.corbett@sac-isc.gc.ca)>; Amyotte, Carmen <[carmen.amyotte@sac-isc.gc.ca](mailto:carmen.amyotte@sac-isc.gc.ca)>; Atwal, Jaspreet (she-elle) <[jaspreet.atwal@sac-isc.gc.ca](mailto:jaspreet.atwal@sac-isc.gc.ca)>; Ritchie-Corrigal, Rhonda <[rhonda.ritchie-corrigal@sac-isc.gc.ca](mailto:rhonda.ritchie-corrigal@sac-isc.gc.ca)>; Martin, Wesley (he-il) <[wesley.martin@sac-isc.gc.ca](mailto:wesley.martin@sac-isc.gc.ca)>; Buck, Lacey (she-elle) <[Lacey.Buck@sac-isc.gc.ca](mailto:Lacey.Buck@sac-isc.gc.ca)>

**Subject:** RE: Bi-Weekly Regional Director's meeting

s.17

Good morning,

Please respond to this inbox with any proposed agenda topics for next week's RD Bi-Weekly meeting by 2PM Monday, November 25, 2024.  
(Apologies for the short deadline!)

Thank you,  
Lacey

-----Original Appointment-----

**From:** Pitman, Robin **On Behalf Of** Gutierrez, Liliana (she-elle)

**Sent:** Thursday, May 2, 2024 1:06 PM

**To:** Gutierrez, Liliana (she-elle); Abdi, Adan; Howell, Glenn; Larose, Mathieu; Musgrave, Sandra; Onyegbula, Cynthia; Pinay, Crystal; Bergamin, Tania (she-elle); Berland, Frankie; Chow, Carina; Sanderson, Mary-Lou; Sebastian, Maureen; Gacheru, Joe; [REDACTED] Sabitova, Vanessa; Kasper, Catherine; Hayes, Jesse; Russelle, Kelly; Robinson, Grant;

Pitman, Robin; McLellan, Dayle (she-elle); Rukiewicz, Katrina; Morse, Jennifer; Vuong, Minh; Ouellette, Andrew

**Cc:** Edmunds, Michael; Lemick, Rita (she-elle); Flynn, Ailsa (she-elle); Mirabelli, Meaghan (she-elle); little, aaron; Jones-McLean, Elaine; Labaki, Aline; O'Connor, Shelagh (she-elle); Shah, Lena; Hewitt, Derrick; Corbett, Jodi (she-elle); Amyotte, Carmen; Atwal, Jaspreet (she-elle); Ritchie-Corrigal, Rhonda; Martin, Wesley

**Subject:** Bi-Weekly Regional Director's meeting

**When:** Tuesday, November 26, 2024 1:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Microsoft Teams Meeting

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## Microsoft Teams [Need help?](#)

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Meeting ID: 296 097 706 706

Passcode: xss2qe

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### Dial-in by phone

[+1 819-303-3246,,583908470#](#) Canada, Gatineau

[Find a local number](#)

Phone conference ID: 583 908 470#

### Join on a video conferencing device

Tenant key: [teams@sac-isc.video.canada.ca](mailto:teams@sac-isc.video.canada.ca)

Video ID: 113 339 081 0

[More info](#)

## Riley, Anik

---

**From:** Bergamin, Tania (she-elle)  
**Sent:** Thursday, March 13, 2025 9:36 AM  
**To:** Riley, Anik  
**Subject:** FW: For immediate implementation - New Guidance on Urgent Request Classification

---

**From:** Bergamin, Tania (she-elle)  
**Sent:** Thursday, December 12, 2024 10:59 AM  
**To:** Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>  
**Subject:** RE: For immediate implementation - New Guidance on Urgent Request Classification

All done – team is aware and already implementing this.

Merci 😊

---

**From:** Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>  
**Sent:** Thursday, December 12, 2024 10:56 AM  
**To:** Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>  
**Subject:** TR: For immediate implementation - New Guidance on Urgent Request Classification

Bonjour Tania,  
Je veux juste m'assurer que tu as transmis cette info à ton équipe. C'est fait?  
Merci,  
Sylvie

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**De :** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>

**Envoyé :** 10 décembre 2024 16:29

**À :** Brouillard, Aimee <[Aimee.Brouillard@sac-isc.gc.ca](mailto:Aimee.Brouillard@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Dumulon, Louis (il-he) <[Louis.Dumulon@sac-isc.gc.ca](mailto:Louis.Dumulon@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Gillies, Aneta <[aneta.gillies@sac-isc.gc.ca](mailto:aneta.gillies@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Abdi, Adan <[adan.abdi@sac-isc.gc.ca](mailto:adan.abdi@sac-isc.gc.ca)>; Howell, Glenn <[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca)>; Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>; Musgrave, Sandra <[sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca)>; Onyegbula, Cynthia <[cynthia.onyegbula@sac-isc.gc.ca](mailto:cynthia.onyegbula@sac-isc.gc.ca)>; Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>; Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>; Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>; Chow, Carina <[Carina.Chow@sac-isc.gc.ca](mailto:Carina.Chow@sac-isc.gc.ca)>; Thibeault, Julia <[julia.thibeault@sac-isc.gc.ca](mailto:julia.thibeault@sac-isc.gc.ca)>; McCarthy, Angela (she-elle) <[Angela.McCarthy@sac-isc.gc.ca](mailto:Angela.McCarthy@sac-isc.gc.ca)>; Desjarlais, Peter <[peter.desjarlais@sac-isc.gc.ca](mailto:peter.desjarlais@sac-isc.gc.ca)>  
**Cc :** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Rutherford, Erin <[erin.rutherford@sac-isc.gc.ca](mailto:erin.rutherford@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Shah, Lena <[Lena.Shah@sac-isc.gc.ca](mailto:Lena.Shah@sac-isc.gc.ca)>; Pitman, Robin

<Robin.Pitman@sac-isc.gc.ca>; Loh, Kimberley (use my name) <kimberley.loh@sac-isc.gc.ca>; St-Aubin, Candice (she-elle-kwe) <candice.st-aubin@sac-isc.gc.ca>; Amurawaie, Oyinda <oyinda.amurawaie@sac-isc.gc.ca>

**Objet :** For immediate implementation - New Guidance on Urgent Request Classification

Hello Regional Directors and Regional Executives,

Please share this information with all Jordan's Principle Regional Staff. We will provide the French version in the coming days.

On November 21, 2024, the CHRT released a summary ruling with reasons to follow related to the non-compliance motion filed by the Caring Society in December 2023 and the cross-motion filed by Canada in March 2024. The CHRT ruling clarifies that Canada can pursue operational changes regarding the self-identification of urgent requests and provided clarification on what constitutes an urgent request.

**The Tribunal has clarified that these aspects of Back to Basics are not in line with the Tribunal's orders and should be eliminated:**

- Self-declaration of urgent cases when no health or other qualified professional is involved (the Tribunal will revisit this once the parties have defined the terms "qualified professional" as they co-develop objective criteria to be used to identify urgent Jordan's Principle requests).
- Canada's interpretation that there is no possibility of re-classifying an urgent case as a non-urgent case.
- The requirement that once identified, every request must be dealt with in the same way with zero flexibility for escalating matters whose facts, on their face, could justify increased attention.
- The inability for ISC to prioritize matters.

**As clarified by the Nov 21, 2024 summary ruling by the CHRT, in the interim, urgent requests include:**

- Life threatening cases;
- Cases involving end-of-care/palliative care;
- risk of suicide;
- risk to physical safety;
- no access to food or basic necessities;
- risk of entering the child welfare system;
- caregivers and children fleeing from domestic;
- the "time sensitive nature" of a case could also make it urgent.

**As a result of the above clarification from the Tribunal, the below requires immediate implementation for urgent requests:**

1. **Prioritize and triage:** ISC will escalate, prioritize, and triage urgent requests as required.
2. **Implement the interim definition of Urgency:** Adopt the attached "interim urgency definition"; determine requests are urgent or non-urgent based on the interim urgency definition and assign the appropriate classification level within the Case Management System.
3. **Implement assessment and re-classification of Self-Declared Urgent requests:** Jordan's Principle will assess a self-declared urgent request based on the interim urgent definition and assign or reclassify the appropriate level using the Priority Urgent flag in CMS (urgent or non-urgent) **except when urgency is recommended by a health or other qualified professional**. Jordan's Principle must process a request as urgent when the urgency is identified by a health or other qualified professional.

Please note, National Headquarters is currently working on guidance around who is a health or other qualified professional, pending consultations ordered by the Tribunal between the parties. On an interim basis, please use the definition provided in the supporting document below.

Should your teams have the capacity to assess urgent requests in the backlog in accordance with the interim urgency definition and ability to re-classify, we encourage regions to begin this work while a more fulsome plan to address backlogs is developed.

### Supporting Documentation

	Purpose	
<b>Key Messages - Definition of Urgent</b>	To support Regional and NCC staff interactions with requestors, service coordinators, etc., an overview of the new guidance and key messages for external use	<< File: Key Messages - Identification and Classification of Urgent.pdf >>
<b>Definition of Urgent and CMS Guidance - Priority Urgent Clarifications</b>	As part of the latest Jordan's Principle Case Management System (CMS) release, training on <b>Priority Urgent</b> was provided to impacted regional staff.  Overview of guidance to implement in the Case Management System with flow chart.	<< File: Definition of Urgent and CMS Guidance - Priority Urgency Clarifications .pdf >>
<b>Interim Definition of a Health or other Qualified Professional</b>	To support regions in identifying valid letters of support	<< File: Recognition of a health professional and letters of recommendation.pdf >>

Should you have questions, do not hesitate to contact us at Service Delivery & Operations - Jordans Principle / Principe de Jordan [SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)

Thank you,

Liliana Gutierrez  
She/elle  
A/Director General, Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)

## Quilty, Jamie Lee

---

**From:** Aubuchon, Sylvie (elle-she)  
**Sent:** Tuesday, March 25, 2025 8:58 AM  
**To:** BDR-DGSPNI-QC-FNIHB-REO  
**Subject:** JP - ATIP - TR: Pour ton approbation svp - Message pour les partenaires du Québec

---

**De :** Castonguay, Julien  
**Envoyé :** 5 février 2025 23:11  
**À :** Aubuchon, Sylvie (elle-she)  
**Cc :** Gutierrez, Liliana (she-elle) ; Cookson-Hills, Molly (she-elle) ; Bergamin, Tania (she-elle)  
**Objet :** RE: Pour ton approbation svp - Message pour les partenaires du Québec

Changement mineur – je suggère maintenant de ne pas faire référence à ICFI dans ce courriel

Merci

---

**From:** Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>  
**Sent:** Wednesday, February 5, 2025 3:01 PM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Cc:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>  
**Subject:** Pour ton approbation svp - Message pour les partenaires du Québec

Bonjour Julien,

**Pour ton approbation stp** - message que j'aimerais envoyer à nos partenaires. C'est calquer sur les messages régionaux que tu as transmis aux RE le 17 janvier et sur le courriel que Frankie à envoyer à ses partenaires de l'Alberta (et auquel Jessie M. a fait référence en début de semaine).

La liste de distribution inclus :

- Directeurs santé du QC
- Coordonnateurs du principe de Jordan dans les communautés
- CSSSPNQL
- Centres d'amitié autochtone
- Cree Board of Health and Social Services
- Centres de service scolaire

Pour le **Nunavik** Health and Social Services Board : je leur ferai suivre le même message auquel j'ajouterai un complément d'information sur l'utilisation des surplus suite à notre discussion ce matin sur ICFI. Je ferai suivre ce message également pour validation.

Merci,  
Sylvie

*English follow*

Bonjour,

Je vous écris pour vous faire part d'informations importantes concernant le principe de Jordan alors que nous approchons de la fin de l'exercice financier en cours.

Comme vous le savez, le Parlement est actuellement prorogé, ce qui signifie que même si le gouvernement continue à fonctionner et que notre travail quotidien se poursuit, toutes les décisions parlementaires, y compris les projets de loi de finances visant à affecter des fonds publics en dehors des niveaux de référence ministériels, sont mises en pause.

L'initiative du Principe de Jordan a un niveau de référence annuel (ou niveau de base) de 772,8 millions de dollars par an approuvé par le ministère des Finances jusqu'à la fin de l'exercice 2027-28. Le niveau de référence est le montant avec lequel SAC commence le prochain exercice financier pour couvrir les coûts annuels des demandes approuvées ainsi que les coûts opérationnels de l'administration de l'initiative du Principe de Jordan. ~~Ce montant n'inclut pas l'Initiative : Les enfants inuits d'abord, car ce financement prend fin le 31 mars 2025.~~

Compte tenu des exigences de l'initiative et des fonds disponibles, nous travaillons sur un plan d'affectation des 772,8 millions de dollars pour veiller à ce que les enfants ne fassent pas l'objet de discrimination dans la prestation des services de santé, sociaux et éducatifs. Nous ne sommes pas encore en mesure d'indiquer le montant exact qui sera alloué à chaque communauté ou organisation tant que nous n'aurons pas examiné la situation financière et les demandes des groupes. Nous comprenons que cela peut nécessiter des décisions difficiles au niveau de la communauté et de l'organisation en ce qui concerne les coûts opérationnels et le statut de la main d'œuvre.

Le Principe de Jordan analyse également les pratiques de prise de décision aux niveaux régional et national afin d'être plus cohérent et plus clair sur les services auxquels les enfants des Premières Nations peuvent accéder grâce à l'initiative. À ce titre, certaines demandes sont maintenant transmises au siège social national pour un examen plus approfondi. Une demande existante ou précédemment approuvée ne garantit pas qu'une nouvelle demande de financement sera renouvelée ou approuvée. Les demandes sont examinées au cas par cas pour déterminer comment les produits, les services ou les soutiens demandés répondent aux besoins distincts de chaque enfant.

Nous comprenons que cela peut nécessiter des décisions difficiles au niveau de la communauté et de l'organisation concernant les coûts opérationnels, ainsi qu'au niveau du statut d'emploi du personnel.

Soyez assurés que Services aux Autochtones Canada reste engagé dans la mise en œuvre du Principe de Jordan et cherchera des moyens de trouver des financements supplémentaires dès que cela sera possible.

Nous continuerons à informer nos partenaires de toute mise à jour dès que de plus amples informations seront disponibles.

\*\*\*\*\*

Hello,

I am writing to share some important information with you with respect to Jordan's Principle, as we approach the end of the current fiscal year.

As you know, Parliament is currently prorogued, which means that while government continues to operate and our day-to-day work continues to be maintained, any parliamentary decisions, including supply bills to appropriate government funds outside the departmental reference levels, are paused.

The Jordan's Principle initiative has an annual reference level (or baseline) of \$772.8 million per year approved by the Department of Finance until the end of the 2027-28 fiscal year. The baseline level is the amount ISC begins with next fiscal year to cover annual costs of approved requests as well as the operational costs of administering the Jordan's Principle initiative. ~~This amount does not include the Inuit Child First Initiative, as this funding as of now sunsets on March 31st 2025.~~

Due to the demands on the initiative and the funding available, we are working on a plan to allocate the \$772.8 million to ensure children don't experience discrimination in the delivery of health social and education services. We are not yet in a position to advise on the exact amount that will be allocated to each community or organization until we review the financial situation and the group requests. We understand this may necessitate difficult decisions at the community and organization level regarding operational cost and employment status.

Jordan's Principle is also reviewing decision making practices at regional and national levels to be more consistent and clearer on the services First Nations children can access through the initiative. As such, some requests are now being escalated or advanced to National Headquarters for a more thorough review. An existing or previously approved request does not guarantee that a request for new funding will be renewed or approved. Requests are considered on a case-by-case basis to determine how the requested product, services, or support meets the distinct needs of each child.

We understand this may necessitate difficult decisions at the community and organization level regarding operational costs and employment status of personnel.

Rest assured that ISC remains committed to the implementation of Jordan's Principle and will look for avenues to seek additional funding when it becomes possible to do so.

We will continue to engage partners with any updates as more information is made available.



Quilty, Jamie Lee

**From:** Aubuchon, Sylvie (elle-she)  
**Sent:** Tuesday, March 25, 2025 9:03 AM  
**To:** BDR-DGSPNI-QC-FNIHB-REO  
**Subject:** JP - ATIP TR: Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

**De :** Cookson-Hills, Molly (she-elle) **De la part de** Castonguay, Julien  
**Envoyé :** 10 février 2025 13:05  
**À :** Bower, Kelly (she-elle) ; Aubuchon, Sylvie (elle-she) ; Westaway, Lisa ; Graham, Rod ; Reynoldson, Andrea ; Laboucan, Rhonda (she-elle) ; Rowe, Allyson (she) ; Thiara, Parminder ; MacPhail, Heather (she-elle)  
**Cc :** Gutierrez, Liliana (she-elle) ; Stefanis, Tasha (she-elle) ; McDonald, Dana (she-elle) ; Crowder, Cassandra ; Peltier, Katelin (she-elle) ; Marie.Crowley1@justice.gc.ca; Hitchcock, Lindsay ; Carleton, Daniel (he-il) ; St-Aubin, Candice (she-elle-kwe) ; Gillies, Aneta  
**Objet :** Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan

**EXTERNAL re: Jordan’s Principle**

Dear [Partner's Name/Team],

We would like to inform you of some important operational changes to Jordan’s Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [XX] at [XX's contact details].

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

XXXXX

Chère [Nom du partenaire/de l'équipe],

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter [XX] aux [coordonnées de XX].

Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



Indigenous Services  
Canada

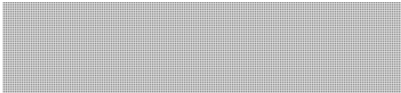
Services aux  
Autochtones Canada

s.19(1)

MIN-A31046

Indigenous Services Canada  
Saskatchewan Region  
1783 Hamilton Street  
Regina, SK S4P 2B6

February 18, 2025



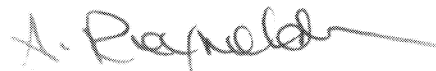
Dear 

Thank you for your correspondence dated February 6, 2025 regarding your Jordan's Principle application. I am responding on behalf of the Minister as this is a matter related to internal Indigenous Services Canada processes.

Indigenous Services Canada makes every effort to process each Jordan's Principle application in a timely manner. Requests are reviewed based on urgency and supporting documentation provided by the applicant. I acknowledge the concerns you have raised and your correspondence has been shared with the Jordan's Principle team to follow-up on your request, and I can commit to you that items contained within your request that meet the urgency definition will be reviewed on a priority basis.

Indigenous Services Canada remains committed to supporting the health and well-being of Indigenous peoples. Should you have further questions or concerns, please contact Jordan's Principle by email at [sac.principedejordansk\\_admission-jordansprinciplesk\\_intake.isc@canada.ca](mailto:sac.principedejordansk_admission-jordansprinciplesk_intake.isc@canada.ca) or by phone at 1-833-752-4453.

Sincerely,



Andrea Reynoldson  
Acting Regional Executive  
First Nations and Inuit Health Branch  
Saskatchewan Region  
Indigenous Services Canada



Indigenous Services  
Canada

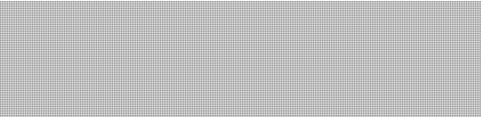
Services aux  
Autochtones Canada

s.19(1)

MIN-A31062

Indigenous Services Canada  
Saskatchewan Region  
1783 Hamilton Street  
Regina, SK S4P 2B6

February 27, 2025



Dear 

Thank you for your correspondence dated February 10, 2025 to the Honourable Patty Hajdu, Minister of Indigenous Services Canada, regarding the loss of Jordan's Principle funding for Educational Associates at the Saskatoon Public School Division. I am responding on behalf of the Minister as this is a matter related to internal Indigenous Services Canada (ISC) processes.

I appreciate you taking the time to share your thoughts and concerns regarding delays in processing requests and the impact this has on the ability of school divisions to plan and deliver services.

To ensure resources are used in line with Jordan's Principle, ISC assesses requests on a case-by-case basis to determine whether the requested product, service or support relates to meeting substantive equality for First Nations children. Any requested product, service or support must clearly address the distinct needs of the First Nation child, how the child experienced gaps or delays in accessing government services, and/or were denied an existing government service because of their identity as a First Nations child.

The Department remains committed to the long-term sustainability of Jordan's Principle by ensuring First Nations children continue to receive necessary support without experiencing gaps, delays, or denials of government services. Jordan's Principle is not intended to duplicate existing federal programs, change their scope, or override provincial and territorial responsibilities. Instead, it works to complement these programs by addressing systemic barriers and ensuring substantially equal access to services.

I recognize the important role that the Jordan's Principle funding for Educational Associates has played in supporting vulnerable students and understand the impact its loss may have on their education and well-being. ISC remains committed to supporting the health and well-being of Indigenous peoples across Saskatchewan. I encourage you to review the updated Jordan's Principle Operational Bulletin for more information: <https://www.sac-isc.gc.ca/eng/1739222520301/1739222546551>

Thank you for your continued services and advocacy for First Nations children in Saskatchewan.

Canada

Sincerely,

A handwritten signature in dark ink, appearing to read 'A. Reynoldson', with a long horizontal flourish extending to the right.

Andrea Reynoldson  
Acting Regional Executive  
First Nations and Inuit Health Branch  
Saskatchewan Region  
Indigenous Services Canada

Cc: Crystal Pinay, A/Regional Director, Strategic Policy, Planning and Transformation, ISC



Indigenous Services  
Canada

Services aux  
Autochtones Canada

MIN-A31065

s.19(1)

Indigenous Services Canada  
Saskatchewan Region  
1783 Hamilton Street  
REGINA SK S4P 2B6

March 10, 2025



Dear [REDACTED]

Thank you for your correspondence dated February 10, 2025 to the Honourable Patty Hajdu, Minister of Indigenous Services Canada, regarding Jordan's Principle funding for educational supports. I am responding on behalf of the Minister as this is a matter related to internal Indigenous Services Canada processes. I appreciate you taking the time to share your concern regarding delays in processing requests and the impact this has on the delivery of services.

To ensure resources are used in line with Jordan's Principle, Indigenous Services Canada assesses requests on a case-by-case basis to determine whether the requested product, service or support relates to meeting substantive equality for First Nations children. Any requested product, service or support must clearly address the distinct needs of the First Nation child, how the child experienced gaps or delays in accessing government services, and/or were denied an existing government service because of their identity as a First Nations child.

The Department remains committed to the long-term sustainability of Jordan's Principle by ensuring First Nations children continue to receive necessary support without experiencing gaps, delays, or denials of government services. Jordan's Principle is not intended to duplicate existing federal programs, change their scope, or override provincial and territorial responsibilities. Instead, it works to complement these programs by addressing systemic barriers and ensuring substantially equal access to services.

I recognize the important role of Jordan's Principle funding for educational supports. Indigenous Services Canada remains committed to supporting the health and well-being of Indigenous peoples across Saskatchewan. I encourage you to review the updated

Canada

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- 2 -

Jordan's Principle Operational Bulletin for more information: <https://www.sac-isc.gc.ca/eng/1739222520301/1739222546551>.

If you wish to apply for Jordan's Principle funding, I encourage you to contact the Saskatchewan Jordan's Principle Toll-Free Line at 1-833-SK-CHILD (1-833-752-4453) or visit our website for information on how to submit a request: <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387>.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Reynoldson', followed by a long horizontal flourish.

Andrea Reynoldson  
Acting Regional Executive  
First Nations and Inuit Health Branch  
Saskatchewan Region  
Indigenous Services Canada

cc: Crystal Pinay, Acting Regional Director, Strategic Policy, Planning and Transformation





Indigenous Services  
Canada

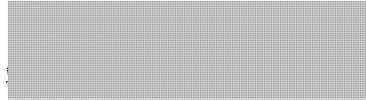
Services aux  
Autochtones Canada

s.19(1)

MIN-A31105

Indigenous Services Canada  
Saskatchewan Region  
1783 Hamilton Street  
Regina, SK S4P 2B6

March 12, 2025



Dear 

Thank you for your correspondence dated February 4, 2025 to the Honourable Patty Hajdu, Minister of Indigenous Services Canada, regarding the loss of Jordan's Principle funding for Educational Assistants at the Saskatoon Public School Division. I am responding on behalf of the Minister as this is a matter related to internal Indigenous Services Canada (ISC) processes.

I appreciate you taking the time to share your concerns regarding the loss of Educational Assistants funding and the impact this has on the ability of school divisions to plan and deliver services.

To ensure resources are used in line with Jordan's Principle, ISC assesses requests on a case-by-case basis to determine whether the requested product, service or support relates to meeting substantive equality for First Nations children. Any requested product, service or support must clearly address the distinct needs of the First Nation child, how the child experienced gaps or delays in accessing government services, and/or were denied an existing government service because of their identity as a First Nations child.

The Department remains committed to the long-term sustainability of Jordan's Principle by ensuring First Nations children continue to receive necessary support without experiencing gaps, delays, or denials of government services. Jordan's Principle is not intended to duplicate existing federal programs, change their scope, or override provincial and territorial responsibilities. Instead, it works to complement these programs by addressing systemic barriers and ensuring substantially equal access to services.

I recognize the important role that the Jordan's Principle funding for Educational Assistants has played in supporting vulnerable students and understand the impact its loss may have on their education and well-being. ISC remains committed to supporting the health and well-being of Indigenous peoples across Saskatchewan. I encourage you to review the updated Jordan's Principle Operational Bulletin for more information:

<https://www.sacisc.gc.ca/eng/1739222520301/1739222546551>.

If you wish to apply for Jordan's Principle funding, I encourage you to contact the Saskatchewan Jordan's Principle Toll-Free Line at 1-833-SK-CHILD (1-833-752-4453) or visit our website for information on how to submit a request:

<https://www.sacisc.gc.ca/eng/1568396296543/1582657596387>.

Canada

Sincerely,

Andrea Reynoldson  
Acting Regional Executive  
First Nations and Inuit Health Branch  
Saskatchewan Region  
Indigenous Services Canada

Cc: Crystal Pinay, Acting Regional Director, Strategic Policy, Planning and Transformation,  
ISC

Quilty, Jamie Lee

**From:** Reynoldson, Andrea  
**Sent:** Tuesday, December 10, 2024 5:05 PM  
**To:** Reich, Sharon; Harvey, Rob; Moreau, Cheri (she)  
**Subject:** FW: For immediate implementation - New Guidance on Urgent Request Classification

FYI. More to come.

Andrea Reynoldson (she-elle)  
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Alliée/Allié de l'Espace positif  Positive Space Ally

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <SDOJordansPrincipe-principejordan@sac-isc.gc.ca>  
**Sent:** Tuesday, December 10, 2024 3:29 PM  
**To:** Brouillard, Aimee <Aimee.Brouillard@sac-isc.gc.ca>; Castonguay, Julien <julien.castonguay@sac-isc.gc.ca>; Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>; Reynoldson, Andrea <andrea.reynoldson@sac-isc.gc.ca>; Graham, Rod <rod.graham@sac-isc.gc.ca>; Westaway, Lisa <lisa.westaway@sac-isc.gc.ca>; Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>; Dumulon, Louis (il-he) <Louis.Dumulon@sac-isc.gc.ca>; MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>; Wheatley, Jennifer <Jennifer.Wheatley@sac-isc.gc.ca>; Bagshaw, Jules (she-elle) <Jules.Bagshaw@sac-isc.gc.ca>; Gillies, Aneta <aneta.gillies@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>; Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>; Rowe, Allyson (she) <allyson.rowe@sac-isc.gc.ca>; Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>; Berland, Frankie <frankie.berland@sac-isc.gc.ca>; Abdi, Adan <adan.abdi@sac-isc.gc.ca>; Howell, Glenn <glenn.howell2@sac-isc.gc.ca>; Larose, Mathieu <Mathieu.Larose@sac-isc.gc.ca>; Musgrave, Sandra <sandra.musgrave@sac-isc.gc.ca>; Onyegbula, Cynthia <cynthia.onyegbula@sac-isc.gc.ca>; Pinay, Crystal <crystal.pinay@sac-isc.gc.ca>; Sanderson, Mary-Lou <mary-lou.sanderson@sac-isc.gc.ca>; Bergamin, Tania (she-elle) <tania.bergamin@sac-isc.gc.ca>; Chow, Carina <Carina.Chow@sac-isc.gc.ca>; Thibeault, Julia <julia.thibeault@sac-isc.gc.ca>; McCarthy, Angela (she-elle) <Angela.McCarthy@sac-isc.gc.ca>; Desjarlais, Peter <peter.desjarlais@sac-isc.gc.ca>  
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**Subject:** For immediate implementation - New Guidance on Urgent Request Classification

Hello Regional Directors and Regional Executives,

Please share this information with all Jordan’s Principle Regional Staff. We will provide the French version in the coming days.

On November 21, 2024, the CHRT released a summary ruling with reasons to follow related to the non-compliance motion filed by the Caring Society in December 2023 and the cross-motion filed by Canada in March 2024. The CHRT ruling clarifies that Canada can pursue operational changes regarding the self-identification of urgent requests and provided clarification on what constitutes an urgent request.

**The Tribunal has clarified that these aspects of Back to Basics are not in line with the Tribunal’s orders and should be eliminated:**

- Self-declaration of urgent cases when no health or other qualified professional is involved (the Tribunal will revisit this once the parties have defined the terms “qualified professional” as they co-develop objective criteria to be used to identify urgent Jordan’s Principle requests).
- Canada’s interpretation that there is no possibility of re-classifying an urgent case as a non-urgent case.
- The requirement that once identified, every request must be dealt with in the same way with zero flexibility for escalating matters whose facts, on their face, could justify increased attention.
- The inability for ISC to prioritize matters.

**As clarified by the Nov 21, 2024 summary ruling by the CHRT, in the interim, urgent requests include:**

- Life threatening cases;

- Cases involving end-of-care/palliative care;
- risk of suicide;
- risk to physical safety;
- no access to food or basic necessities;
- risk of entering the child welfare system;
- caregivers and children fleeing from domestic;
- the “time sensitive nature” of a case could also make it urgent.




As a result of the above clarification from the Tribunal, the below requires immediate implementation for urgent requests:

1. **Prioritize and triage:** ISC will escalate, prioritize, and triage urgent requests as required.
2. **Implement the interim definition of Urgency:** Adopt the attached “interim urgency definition”; determine requests are urgent or non-urgent based on the interim urgency definition and assign the appropriate classification level within the Case Management System.
3. **Implement assessment and re-classification of Self-Declared Urgent requests:** Jordan’s Principle will assess a self-declared urgent request based on the interim urgent definition and assign or reclassify the appropriate level using the Priority Urgent flag in CMS (urgent or non-urgent) **except when urgency is recommended by a health or other qualified professional**. Jordan’s Principle must process a request as urgent when the urgency is identified by a health or other qualified professional.

Please note, National Headquarters is currently working on guidance around who is a health or other qualified professional, pending consultations ordered by the Tribunal between the parties. On an interim basis, please use the definition provided in the supporting document below.

Should your teams have the capacity to assess urgent requests in the backlog in accordance with the interim urgency definition and ability to re-classify, we encourage regions to begin this work while a more fulsome plan to address backlogs is developed.

Supporting Documentation

	Purpose	
Key Messages - Definition of Urgent	To support Regional and NCC staff interactions with requestors, service coordinators, etc., an overview of the new guidance and key messages for external use	 Key Messages - Identification ...
Definition of Urgent and CMS Guidance - Priority Urgent Clarifications	As part of the latest Jordan’s Principle Case Management System (CMS) release, training on <b>Priority Urgent</b> was provided to impacted regional staff.  Overview of guidance to implement in the Case Management System with flow chart.	 Definition of Urgent and CMS...
Interim Definition of a Health or other Qualified Professional	To support regions in identifying valid letters of support	 Recognition of a health profes...

Should you have questions, do not hesitate to contact us at Service Delivery & Operations - Jordans Principle / Principe de Jordan  
[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)

Thank you,

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## Via Email

Our File Number: LEX-500166425

January 17, 2025

Canadian Human Rights Tribunal  
240 Sparks Street, 6th Floor West  
Ottawa, Ontario K1A 1J4

Dear Members Marchildon and Lustig,

**Re: First Nations Child and Family Caring Society of Canada et al. v.  
the Attorney General of Canada et al.  
Tribunal File: T1340/7008**

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We write on behalf of Indigenous Services Canada (ISC) with Canada's report to the Tribunal, as required by the November 21, 2024 Summary Ruling (**Summary Ruling**) and the December 18, 2024 Direction (**December 18 Direction**).

This report provides (1) an update of ISC's process on backlogged requests further to Canada's report, dated December 10, 2024 (**December 10 Report**); and (2) Canada's responses to questions from the Tribunal and Caring Society relating to the backlog following the December 18 Direction.

We thank the Tribunal for its understanding of the complex operational issues at play, and in particular for the Tribunal's willingness to extend deadlines set out in the Summary Ruling. The extension allowed ISC an opportunity to apply the clarifications in the Summary Ruling and file this further report. In the meantime, we are pleased to report that ISC's efforts to address the backlog continue and that the Tribunal-assisted mediation related to the Tribunal's consultation orders commenced on January 8, 2025, with full day sessions on January 9-10, a half-day session on January 17, and full day sessions scheduled for January 23-24.

Overall, ISC's work to address the backlog has been aided by the Tribunal's clarification and interim definition of urgent in the Summary Ruling. This is reflected in the work that has been done to date, as well as through the continued efforts by the parties during the Tribunal-assisted mediation.

These efforts are part of a concentrated approach to improving service delivery, as noted in Canada's December 10 Report, including strengthening practices and procedures around decision-making and reimbursement processes. This ensures the integrity of the products, services and arrangements that Jordan's Principle is supporting for First Nations children and their families.

## **(1) Update on ISC's progress to address the backlog**

Since the Summary Ruling, ISC has implemented a number of operational changes to address the backlog of requests. Of note, ISC has updated its website that now provides the interim definition of urgent as set out in the Summary Ruling for interested parties and requestors.<sup>1</sup>

### *The application of the interim definition*

Operationally, requestors may continue to self-identify requests as urgent. However, ISC now reviews and re-assigns the request according to the interim definition if appropriate. This differs from the Back-to-Basics approach where a requestor could self-identify/declare a request as urgent and ISC would not re-assign the request, regardless of the circumstances.

ISC is applying the interim definition to the current backlog held within ISC's Jordan's Principle Case Management System and re-assigning requests where it is appropriate to do so. Incoming requests are being triaged and classified as they are received, using the interim definition, and entered in the Case Management System.

Concurrently, ISC is conducting an internal review of open requests that remain pending determination within the Case Management System. This includes data cleaning of the Case Management System to reduce duplicate records and improve the flagging of urgent requests within the system with the application of the interim definition. It is anticipated that further work on data cleaning will be completed by February 28, 2025 and will continue at regular times going forward.

ISC's internal review and data cleaning has so far resulted in approximately 15,000 requests being flagged as open requests which are pending determination once outstanding information is received. These are cases that have remained open but are in the backlog because one or more attempts have been made by ISC to contact the requestor for additional information which has not been received. Currently, ISC makes a maximum of three attempts to contact requestors and then makes decisions based on the information received.

### *Engagement with provinces and territories and First Nation partners*

To date, ISC's efforts have focused on responding to requests with minimal engagement with provinces and territories. As noted in Canada's December 10 Report, the Jordan's Principle operational model is a complex federal-centric request driven model which has created challenges coordinating Jordan's Principle horizontally with sector-specific programs at community, provincial, territorial and federal levels.

However, it has been increasingly evident, for example in the increase of requests for educational services for children residing off- reserve, that there are opportunities to work more closely with provinces and territories in areas where they have the responsibility and jurisdiction to provide children with the same supports and services that they provide any other child who resides off-reserve. ISC is developing a jurisdiction by jurisdiction approach to share data on requests with

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<sup>1</sup> <https://sac-isc.gc.ca/eng/1568396042341/1568396159824>

provincial and territorial counterparts and First Nation partners to begin discussions on ensuring access within existing programs and services.

### *Updated training for ISC staff*

In the December 10 Report, Canada explained that ISC updated training materials and communication plans developed for ISC staff on how to manage urgent requests in the backlog and the interim definition of urgent. Since then, ISC has also held question and answer sessions for staff and continue to inform them on the reassignment and classification of urgent requests within the Case Management System in accordance with the interim definition. Additional sessions are held as needed or on an *ad hoc* basis to assist with retraining staff on the interim definition across Jordan's Principle front line staff.

### *Update on backlog requests*

Attached to this letter at Annex A is an updated status report on ISC's progress on backlogged requests. This updates the status report filed with Canada's December 10 Report (also Annex A). This updated status report provides information on the total number of backlogged Jordan's Principle requests at both the national and regional levels as of January 14, 2025. This includes backlogs on intake, requests in progress, appeals, and payment/reimbursement. The backlog volumes presented in this report are at the request level, not at the cases or requestor level. For example, it is possible that one requestor might have three cases, and each case might have three items requested. The backlog associated with this requestor would appear as 9 requests. The attached report also provides the monthly trends associated with the specific volumes of backlog, where data is available.

ISC is tracking the backlogs set out in Annex A. However, the complex nature of requests and the nature of tracking incoming and existing requests means that daily or weekly tracking with real-time monitoring is challenging. Therefore, trends are more accurately observed over longer periods of time, either monthly or after a period of months, which will more accurately reflect impacts of operational changes.

### *Current progress on the reduction of the backlog and next steps*

The Tribunal's clarification in the Summary Ruling on a number of matters has greatly aided ISC in its engagement on a series of steps to address classification of urgent requests, triaging, and prioritization of those requests. Moreover, ISC is engaged in Tribunal-assisted mediation to advance the co-development on objective criteria, including on the definition of urgent, basic necessities, and other important matters.

As of January 12, 2025, there are approximately 17,000 urgent requests in the backlog (see table below). This total includes requests that remain as part of the approximate 26,000 urgent requests as reported in Canada's December 10 Report, as well as new self-declared urgent requests that have been received in the seven weeks since. Based on the Tribunal's clarifications and interim definition, ISC has conducted a review of the backlogged urgent requests and reclassified approximately 11,000 requests.

The following table provides the progress on urgent backlogged Jordan's Principle requests, as of January 12, 2025:

<b>Urgent requests - backlog</b> (as of Dec 4, 2024)	<b>New self-declared urgent requests</b> (from Dec 4, 2024 to Jan 12, 2025)	<b>Reclassified - as non-urgent requests</b>	<b>Urgent requests Determined</b>	<b>Urgent requests – pending information</b>	<b>Remaining Backlog - urgent requests<sup>3</sup></b>
26,000	7,000	11,000	3,000	2,000	17,000

Note: Requests reclassified to non-urgent did not meet the interim definition of Urgent. Requests pending information require additional information from requestors who have been contacted. The backlog considers the total urgent requests (backlogged and new), minus those reclassified, determined and those contacted and pending information. Values rounded to nearest thousand.

ISC is working to clear the backlogged requests while triaging incoming requests, reducing duplication, and conducting reviews of new self-declared urgent requests using the interim definition. Currently, manual triage will continue as information is received in a manner that cannot be automated, or where the request contains information that requires review in the current operational model. ISC will implement a process to undertake spot checks of the information to ensure consistency and alignment with the interim definition.

ISC is making progress on addressing the backlog. However, it remains challenging for ISC to make decisions within 12 hours for urgent requests or 48 hours for non-urgent requests. The need to review each request on a case-by-case basis means that decisions cannot be made quickly or efficiently; adding human resources alone will not sustain the progress desired to eliminate the backlog. Further operation changes and improvements need to be made, including to further structure how requests are submitted by requestors.

### *Accelerating Decision-Making*

Canada recognizes that the current two-tier decision-making system for Jordan's Principle requests, established as an internal operational measure to ensure denials are reviewed with a CHRT order-compliant lens, has contributed to delays and a growing backlog. While this approach was initially necessary to ensure high-quality decision-making, the experience gained over the years, combined with the significant increase in volume, now suggests that this system has become an impediment to timely processing.

To address this, Canada will remove the two-tiered approach to decision-making by delegating the authority for denials to regional offices. Given that regional teams already approve funding requests, they can be equipped, through targeted training, to make denial decisions without compromising the quality or compliance of their work. This change will reduce internal bureaucracy and allow the headquarters team to focus on expert guidance and providing surge support to regions. To mitigate risks, this shift will be implemented progressively, ensuring that staff are well-trained and capable of maintaining decision-making integrity. This will be initiated in early 2025.



Another area of improvement involves revising the current practice of keeping incomplete files open for extended periods. As described above, at present, ISC makes three attempts to contact requestors for additional information before a decision is made based on the information received. While this approach prioritizes engagement, it has inadvertently contributed to delays. To streamline processing, Canada proposes retraining staff and updating communications to clarify that incomplete requests will be determined with available information after one contact attempt if no response is received within one week. This change will encourage faster submission of complete requests and ensure quicker resolutions. This will also be initiated in early 2025.

Additionally, addressing the backlog requires immediate action to reinforce the importance of receiving complete documentation with requests and reviewing and denying requests that lack proper documentation. This approach will also be applied to the invoice process to ensure the integrity of decision-making and payments processing.

Providing quicker decisions, even if they result in denials, offers clarity to requestors, enabling them to understand their situations and determine next steps without prolonged uncertainty. Clear and timely decisions, even when unfavorable, are ultimately more supportive of families than delayed responses.

On a broader level, Canada will work with regions to disaggregate data and develop region-specific action plans to address non-urgent backlog requests. By early 2025-26, trends, high-level data, and categories of requests will be brought to the regional partnership table with First Nations partners. This collaborative effort will aim to identify solutions that align with better coordination of existing programs and services, accelerating decision-making while respecting the unique regional contexts.

Finally, clarifying the parameters of Jordan's Principle and refining operational procedures will be key to ensuring sustainable progress. This will include developing tools such as updated policies, fee guides, and operational standards, as well as exploring options like income-testing and setting clear guidelines on the duration and frequency of approvals. This will be initiated in the Spring of 2025.

These measures, and the topics presently the object of mediation, will help manage the growing volume of requests, which reflects both the needs of families and the lack of clearly defined eligibility criteria for specific services. By providing requestors with more precise expectations, the Jordan's Principle initiative can be refocused on its original intent—addressing discrimination in public services and ensuring that support is directed to those who need it most. Importantly, these efforts will assist with the operational integrity and long-term sustainability of Jordan's Principle, safeguarding its ability to serve children effectively in the years to come.

## **(2) Responses to questions from the Tribunal and the parties**

Following the December 18 Direction, Canada received questions from the Tribunal (received on January 13, 2025) and the Caring Society (received on January 3, 2025) relating to the backlog.

a. Responses to Tribunal questions on backlogged requests

On January 13, 2025, the Tribunal wrote to Canada asking for (1) clarification on ISC staffing resources for Jordan's Principle, and (2) information on timing to address backlogged requests.

Response to question 1

ISC has refocused regional resources on intake and to make decisions on new urgent requests. Because of a highly decentralized approach to receiving, intake, escalation, determination and notification of requests, a one-to-one number requests by individual full-time equivalent staff is not possible. In some instances, surge staff would be involved in a particular function such as clearing a large number of requests for intake, while more experienced staff can focus on deciding requests. Though what is known is that incremental increases of staff in a continued fashion will not be sufficient to resolve the backlogs and manage the current operational model.

As described in the Affidavit of Valerie Gideon (paragraphs 35-51, Jordan's Principle Operations Process), intake and triage of requests are done by different team members than the focus points or dedicated decision-makers involved in the determinations of urgent requests. Moreover, and as set out in Canada's December 10 Report, the redirection of a finite number of ISC staff from other essential services to address only backlogged requests could have unintended consequences on First Nations children, their families, and the delivery of those essential services to Indigenous communities across Canada.

Where possible, ISC is continuing to surge additional staff from short term to longer-term assignments. ISC is not able to provide reporting on staff activities on a daily basis. Of the approximately 476 federal staff, 392 (approximately 82%) are assigned to the operational implementation of Jordan's Principle. Of these: approximately 82 (21%) of staff are assigned to data entry, intake, and administrative support; 145 (37%) of staff are assigned to case review and adjudication; 54 (14%) to case review or supervision; 94 (24%) to staff assisting with processing payments; and 17 (4%) to management. Of note, the above percentages relating to staff are approximate and not static due to the reprioritization of activities to focus on reducing backlogs following the Summary Ruling and staff turnover. This does not include additional federal roles in administrative, business operations, legal, data teams, IT and training teams or Executives who support advancing the implementation of Jordan's Principle. This does not include additional short-term surge staff and does not reflect the additional contributions of service coordinators or external organizations who are involved in processing incoming requests or payments which are funded through ISC.

Response to question 2

As explained in Canada's December 10 Report, ISC is not currently in a position to provide a definitive date by which the backlogged urgent requests will be resolved. Based on the unpredictable volume of incoming requests, it is expected that the approach to reduce the backlog and prevent a reoccurrence will happen through gradual changes. That said, ISC is making operational changes through the application of the Tribunal's clarification and interim definition. ISC is also optimistic that the co-development of solutions through Tribunal-assisted mediation will further assist in advancing the progress made to date.

From an operational standpoint, ISC anticipates making steady progress on addressing backlogged urgent requests. As described, accurately observing impacts on operational changes takes time and may involve further operational changes as needed over the coming months. For example, a large volume of self-declared urgent requests continue to be received which require time and resources which requires intensive triaging; this work may decrease over time as awareness of the interim definition grows.

b. Response to the Caring Society

On January 3, 2025, the Caring Society wrote to Canada asking that ISC provide information on the escalations backlog, those being “cases not decided at the focal point level but instead sent on to other levels for decision-making.” In response, ISC has provided information on requests in progress backlog by urgency and work unit as of January 12, 2025 in Annex A. Specifically, of the backlogged requests, 5,972 urgent requests are with escalations and the remainder are with regions (see Annex A, Table 3).

Sincerely,



Sarah Bird  
Senior Counsel

Encls.

CC:

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# Status Report on Operational Backlogs

Jordan's Principle

January 2025 Update



Indigenous Services  
Canada

Services aux  
Autochtones Canada

Canada

000687

Report Updated: January 14, 2025

Data Sources: Jordan's Principle Case Management System (the CMS)

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## Scope

This report presents data on the status of the three operational backlogs associated with the implementation of Jordan's Principle. More specifically, it provides the total number of backlogged requests, nationally and in each region, including the intake pending backlog, requests in progress backlog and the appeal backlog. It also includes an update on the reimbursement payment times. It presents monthly trends associated with specific backlog volumes where data is available.

## Definitions & Methodology

### **Overall Request Backlog (A + B)**

*Definition: The number of active requests (items) received by Jordan's Principle that do not have a decision, excluding requests where one or more contact attempts have been made to the requestor for additional information.*

**Methodology:** The overall request backlog is comprised of two parts – **Intake pending (A)** and **Requests in Progress (B)**. (See Table 1)

### **Intake Pending (A)**

*Definition: The number of requests (items) received by Jordan's Principle that have not yet been entered into the CMS.*

**Methodology (A):** The number of emails received by Jordan's Principle that contain one or more requests that have not yet been entered into the CMS. Email is the primary medium in which new requests are received by Jordan's Principle, accounting for ~85% of all initial communication. Therefore, it has been used as a proxy indicator for the intake pending backlog. The email count is restricted to specified inbox folder(s) used by regions to sort and triage emails pending intake into the CMS to minimize the risk of including emails not directly associated with new requests like follow-ups, invoices, and general inquiries. For the purposes of estimating backlogged requests it is assumed that each email represents one active request (See Table 2).

### **Requests in Progress (B)**

*Definition: The number of active requests (items) entered in the CMS that do not have a decision, excluding requests where one or more contact attempts have been made to the requestor for additional information.*

**Methodology:** The number of active requests in the CMS that 1) are not appeals 2) do not have a decision, and 3) are not requests where one or more contact attempts have been made to the requestor. (See Table 4)

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## Appeal Backlog

*Definition: Appeal requests received by Jordan's Principle that do not yet have an appeal decision to uphold or overturn the original decision, excluding requests where one or more contact attempts have been made.*

**Methodology:** The number of active requests in CMS that 1) are appeals 2) do not have a decision to uphold or overturn the original decision, and 3) are not requests where one or more contact attempts have been made to the requestor. (See Table 5)

## Considerations

- The data within this report differs from backlog analyses submitted to the Canadian Human Rights Tribunal (CHRT) prior to December 10, 2024, in two ways:
  1. The previous methodology could not differentiate between backlogged Jordan's Principle and ICFI requests. This analysis excludes ICFI requests from the backlog data in the Request system (B).
  2. Earlier analyses presented backlog data as both high and low estimates. This analysis uses a methodology consistent with the high estimate approach.
- New requests are submitted to Jordan's Principle during backlog clearing efforts. The influx of these requests tempers the overall impact of ISC's efforts to clear the backlog.
- Data cleaning exercises performed during the week of January 5<sup>th</sup>, 2024 resulted in approximately 15,000 requests flagged as having had contact attempts made to the requestor for additional information. and excluded from backlog statistics. As such, the number of requests where one or more contact attempts have been made since the previous report may appear higher than expected.
- ISC is unable to determine if unopened emails contain Jordan's Principle requests or Inuit Child First Initiative requests, as such, data for unopened emails (A) is assumed be an *overestimate* of the emails associated with Jordan's Principle.
- The backlog volumes presented in this report are at the request level, not at the cases or requestor level. For example, it is possible that one requestor might have three cases, and each case might have three items requested. The backlog associated with this requestor would appear as 9 requests, not the 3 cases or 1 requestor.
- The definition of request backlog used for this report does not consider the compliance timelines or service standards. Thus, a proportion of the backlog may still meet the compliance service standards outlined by the CHRT.
- Due to the live nature of the CMS, backlogged requests are generally incomplete records, constantly evolving and are not readily available for reporting purposes
- The functionality enabling identification of dormant pending contact attempts was not implemented in the CMS until March 2021. Prior to this functionality, dormant requests would remain as pending or in progress and have not been updated since, and thus still appear in the backlog figures provided in this report. Moreover, not all system users update the status of requests in the system when a contact attempt is made to the requester. As a result, these dormant requests are included in the backlog figures provided in this report.

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## Summary

### ***Request Backlog***

- As of January 12, 2025, it is estimated that Jordan's Principle has nearly 129,000 backlogged requests (Table 1); a decrease from nearly 140,000 in December 2024.
  - Nearly 12,000 backlogged requests are pending intake based on email volumes (Table 1)
  - The remaining roughly 117,000 backlogged requests are in progress, of which nearly 17,000 are urgent based on the self-declaration of requesters (Table 2).
- Since the previous report (December 10, 2024) and as of January 12, 2025 in the "In progress backlog":
  - Approximately 22,000 new requests were entered into the Jordan's Principle CMS.
    - 7,000 were self-declared urgent
    - 15,000 were non-urgent
  - Approximately 11,000 self-declared urgent requests were reassessed as not meeting the definition of urgency and moved to the non-urgent backlog.
  - Approximately 11,000 requests were adjudicated
    - 3,000 from the urgent backlog
    - 8,000 from the non-urgent backlog
  - Approximately 19,000 requests were moved into a pending additional information from requestors state where one or more contact attempts have been made.
    - 2,000 from the urgent backlog
    - 17,000 from the non-urgent backlog

### ***Appeal Backlog***

- As of January 12, 2025, there are 579 requests in the appeal backlog (Table 3).

### ***Outstanding payments/ Reimbursements update***

- Data on the volume of outstanding payments/reimbursements is not available at the time of compiling this report. However, efforts are underway to identify solutions and develop the mechanisms necessary to systematically track and report this information in the future. Initial estimates may be available within 6 to 12 months.

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- Between April 1st and December 31, 2024, ISC processed 25.7% of all invoices within 15 business days, and 48.6% within 30 business days

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## Results

Table 1: Estimated Request Backlog by Region as of January 12, 2025

Region	Intake Pending Backlog (A)*	In-Progress Backlog (B)	Total Estimated Request Backlog (A+B)
	Emails for new requests not yet in the CMS	Undetermined Requests in the CMS	
Alberta	2,335	15,133	17,468
Atlantic	785	10,453	11,238
British Columbia	1,691	11,697	13,388
Manitoba	1,574	24,069	25,643
Northern	0	4,762	4,762
Ontario	1,024	31,419	32,443
Quebec	1,464	2,532	3,996
Saskatchewan	3,162	16,768	19,930
National Teams	0	4	4
<b>Total</b>	<b>12,035</b>	<b>116,837</b>	<b>128,872</b>

1) Intake pending backlog (A) includes requests under Jordan's Principle and ICFI; 2) In progress backlog (B) limited to Jordan' Principle requests; 3) Includes service coordination requests; 4) "National Teams" refer to requests which have yet to be assigned to a region within the CMS; 5) In-progress requests were collected through the Jordan's Principle Case Management System (extracted 2025-01-13) and may not align with other analyses; 6) Email volume collected during the week of 2025-01-05.

Table 2: In Progress Backlog by Urgency and Region as of January 12, 2025

Region	Estimated Request in Progress Backlog		
	Urgent	Non-urgent	Total (B)
Alberta	2,688	12,445	15,133
Atlantic	249	10,204	10,453
British Columbia	2,380	9,317	11,697
Manitoba	5,260	18,809	24,069
Northern	231	4,531	4,762
Ontario	5,526	25,893	31,419
Quebec	231	2,301	2,532
Saskatchewan	577	16,191	16,768
National Teams	0	4	4
<b>National</b>	<b>17,142</b>	<b>99,695</b>	<b>116,837</b>

1) Limited to Jordan' Principle requests; 2) Includes service coordination requests; 3) "National Teams" refer to requests which have yet to be assigned to a region within the CMS; 4) Requests were collected through the Jordan's Principle Case Management System (extracted 2025-01-13) and may not align with other analyses.

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Table 3: In Progress Backlog by Urgency and Work Unit as of January 12, 2025

Work Unit	Estimated Request in Progress Backlog		
	Urgent	Non-urgent	Total (B)
Alberta	2,079	10,640	12,719
Atlantic	20	8,000	8,020
British Columbia	1,946	8,534	10,480
Manitoba	4,146	15,532	19,678
Northern	109	3,166	3,275
Ontario	2,283	18,997	21,280
Quebec	147	1,992	2,139
Saskatchewan	440	15,536	15,976
HQ (Escalations)	5,972	17,294	23,266
National Teams	0	4	4
<b>National</b>	<b>17,142</b>	<b>99,695</b>	<b>116,837</b>

1) Limited to Jordan' Principle requests; 2) Includes service coordination requests; 3) "National Teams" refer to requests which have yet to be assigned to a region within the CMS; 4) Requests were collected through the Jordan's Principle Case Management System (extracted 2025-01-13) and may not align with other analyses.

Table 4: Estimated Appeal Backlog as of January 12, 2025

Region	Appeal Backlog
Alberta	60
Atlantic	79
British Columbia	59
Manitoba	34
Northern	65
Ontario	217
Quebec	49
Saskatchewan	16
<b>National</b>	<b>579</b>

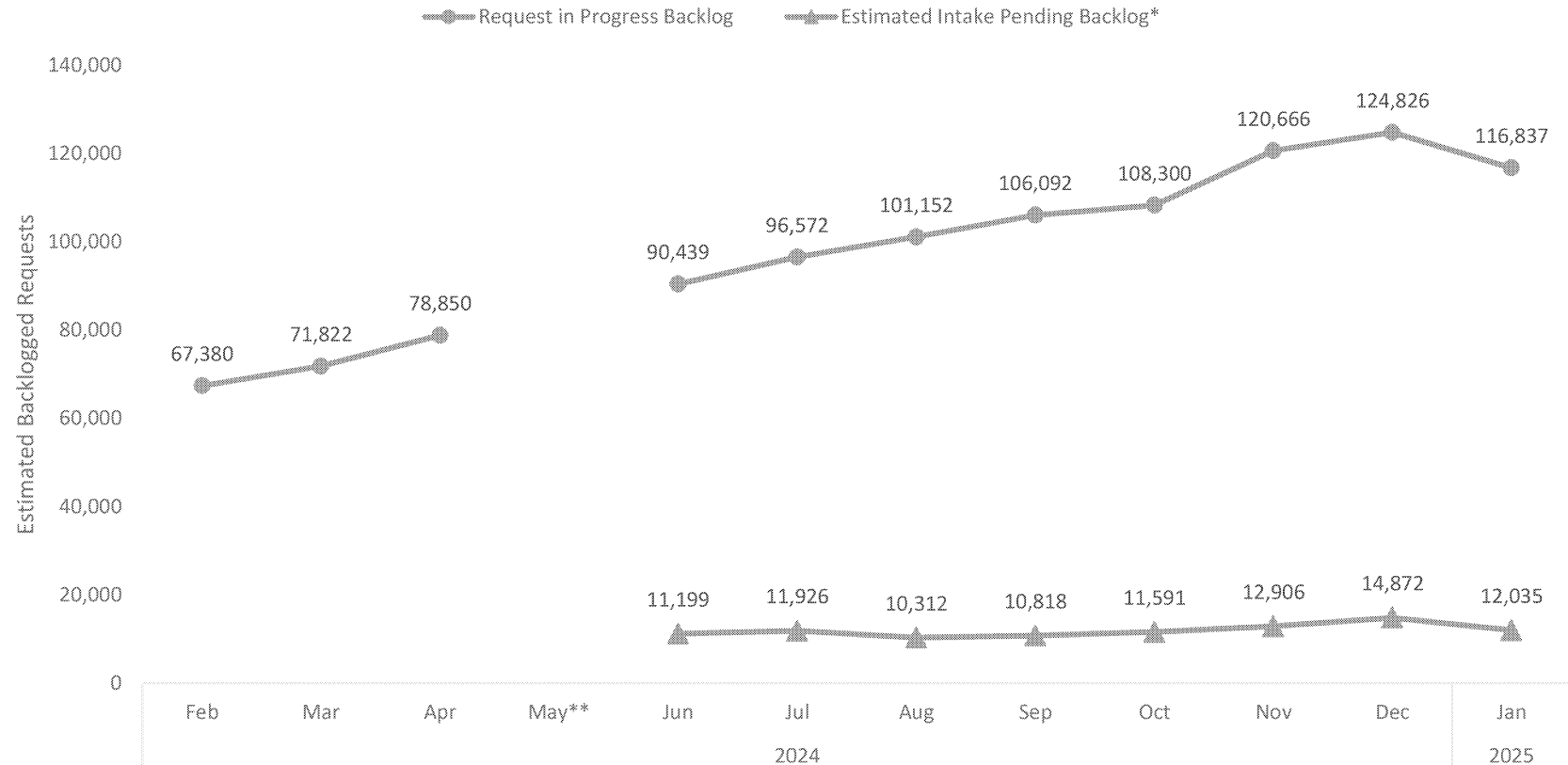
1) Limited to Jordan' Principle requests; 2) Requests were collected through the Jordan's Principle Case Management System (extracted 2025-01-13) and may not align with other analyses.

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## Historic Trends in Operational Backlogs

Figure 1. Estimated Request Backlog (Intake Pending and In Progress), January 2024 to January 2025



\* Data on the intake pending backlog is only available for the last 6 months.

\*\*Data on the request in progress backlog is not available for May 2024.

1) Intake pending backlog (A) includes requests under Jordan's Principle and ICFI and 2) email volumes were collected during specific periods each month (June 2024, collected week of 2024-06-23; July 2024, collected week of 2024-07-28; August 2024, collected week of 2024-08-025; September 2024, collected week of 2024-09-22; October 2024, collected week of 2024-10-20; November 2024, collected week of 2024-11-17; December 2024, collected week of 2024-12-05); 3) Request in progress backlog is limited to requests under Jordan's Principle, and includes service coordination requests; 4) Request in progress were collected through the Jordan's Principle Case Management System (January 2024, extracted 2024-01-17; February 2024, extracted 2024-02-09; March 2024, extracted 2024-03-11; April 2024, extracted 2024-04-10; June 2024, extracted 2024-06-10; July 2024, extracted 2024-07-11; August 2024, extracted 2024-08-09; September 2024, extracted 2024-09-10; October 2024, extracted 2024-10-08; November 2024, extracted 2024-11-19; December 2024, extracted 2024-12-05) and may not align with other analyses.

Table 5. Estimated Intake Pending Backlog (A) by Region by month, June 2024 to January 2025\*

Region	2024							2025
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Alberta	2,176	1,975	2,000	2,297	2,563	2,830	2,881	2,335
Atlantic	1,816	1,947	2,242	2,498	2,344	1,620	1,464	785
British Columbia	1,131	1,213	1,259	1,277	1,400	1,593	3,318	1,691
Manitoba	2,733	3,030	1,347	843	995	1,220	1,436	1,574
Northern	0	0	0	4	15	5	0	0
Ontario	1,556	1,554	1,306	1,412	1,527	1,434	1,407	1,024
Quebec	0	16	7	24	224	1,590	1,569	1,464
Saskatchewan	1,787	2,191	2,151	2,463	2,523	2,614	2,797	3,162
<b>National</b>	<b>11,199</b>	<b>11,926</b>	<b>10,312</b>	<b>10,818</b>	<b>11,591</b>	<b>12,906</b>	<b>14,872</b>	<b>12,035</b>

\* Data on the intake pending backlog is only available for the last 6 months.

1) Intake pending backlog (A) includes requests under Jordan's Principle and ICFI and 2) email volumes were collected during specific periods each month (June 2024, collected week of 2024-06-23; July 2024, collected week of 2024-07-28; August 2024, collected week of 2024-08-025; September 2024, collected week of 2024-09-22; October 2024, collected week of 2024-10-20; November 2024, collected week of 2024-11-17; December 2024, collected week of 2024-12-05).

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Table 6. Estimated Request in Progress Backlog (B) by Region, February 2024 to January 2025

Region	2024											2025
	Feb	Mar	Apr	May*	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Alberta	7,320	7,670	8,597		10,511	12,238	13,412	14,381	14,104	14,000	14,142	15,133
Atlantic	4,100	4,069	4,460		4,243	5,570	5,729	6,029	6,272	8,506	9,104	10,453
British Columbia	3,284	3,871	6,579		8,221	8,823	9,304	9,749	10,141	10,777	10,991	11,697
Manitoba	12,131	12,878	13,241		14,879	16,329	16,979	18,198	18,724	22,390	23,908	24,069
Northern	6,043	6,373	6,683		7,153	6,139	5,978	6,004	5,619	5,322	4,867	4,762
Ontario	11,563	12,810	14,070		18,217	19,667	21,066	22,164	23,074	27,617	29,296	31,419
Quebec	844	857	621		648	673	739	799	896	1,455	1,723	2,532
Saskatchewan	22,095	23,294	24,599		26,567	27,133	27,945	28,764	29,466	30,595	30,795	16,768
National Teams	0	0	0		0	0	0	4	4	4	0	4
<b>National</b>	<b>67,380</b>	<b>71,822</b>	<b>78,850</b>		<b>90,439</b>	<b>96,572</b>	<b>101,152</b>	<b>106,092</b>	<b>108,300</b>	<b>120,666</b>	<b>124,826</b>	<b>116,837</b>

\* Data on the request in progress backlog is not available for May 2024.

1) Limited to requests under Jordan's Principle; 2) Includes service coordination requests; 3) Requests were collected through the Jordan's Principle Case Management System (January 2024, extracted 2024-01-17; February 2024, extracted 2024-02-09; March 2024, extracted 2024-03-11; April 2024, extracted 2024-04-10; June 2024, extracted 2024-06-10; July 2024, extracted 2024-07-11; August 2024, extracted 2024-08-09; September 2024, extracted 2024-09-10; October 2024, extracted 2024-10-08; November 2024, extracted 2024-11-19; December 2024, extracted 2024-12-05) and may not align with other analyses.

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Table 7: Estimated Appeal Backlog by Region, February 2024 to January 2025

Region	2024											2025
	Feb	Mar	Apr	May*	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Alberta	31	66	4		6	16	2	21	16	50	60	60
Atlantic	3	6	4		27	34	41	24	27	21	24	79
British Columbia	8	12	27		39	55	32	23	34	54	55	59
Manitoba	1	7	19		27	23	14	20	24	18	23	34
Northern	3	0	5		12	21	22	19	16	44	50	65
Ontario	67	54	52		87	115	92	92	125	185	158	217
Quebec	2	5	14		12	14	29	20	33	18	18	49
Saskatchewan	1	15	25		6	9	5	5	6	5	16	16
<b>National</b>	<b>116</b>	<b>165</b>	<b>150</b>		<b>216</b>	<b>287</b>	<b>237</b>	<b>224</b>	<b>281</b>	<b>395</b>	<b>404</b>	<b>579</b>

\* Data on the request in progress backlog is not available for May 2024.

1) Limited to Jordan's Principle requests; 2) Includes service coordination requests; 3) Requests were collected through the Jordan's Principle Case Management System (January 2024, extracted 2024-01-17; February 2024, extracted 2024-02-09; March 2024, extracted 2024-03-11; April 2024, extracted 2024-04-10; June 2024, extracted 2024-06-10; July 2024, extracted 2024-07-11; August 2024, extracted 2024-08-09; September 2024, extracted 2024-09-10; October 2024, extracted 2024-10-08; November 2024, extracted 2024-11-19; December 2024, extracted 2024-12-05) and may not align with other analyses.

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## Via Email

Our File Number: LEX-500166425

January 10, 2025

Canadian Human Rights Tribunal  
240 Sparks Street, 6th Floor West  
Ottawa, Ontario K1A 1J4

Dear Members Marchildon and Lustig,

**Re: First Nations Child and Family Caring Society of Canada et al. v.  
the Attorney General of Canada et al.  
Tribunal File: T1340/7008**

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We write on behalf of Indigenous Services Canada (ISC) with Canada's report to the Tribunal, as required by the November 21, 2024 Summary Ruling (**Summary Ruling**), that Canada provide information (1) confirming sufficient and sustainable resources, including funding for First Nations and others under Jordan's Principle; and (2) reporting on progress in coordinating federal programs. This is the second report Canada has filed with the Tribunal in response to the Summary Ruling (filed December 10, 2024).

This report is being provided while Canada and the parties are currently participating in Tribunal-assisted mediation on a number of overlapping issues, and as ordered in the Summary Ruling.

As directed by the Tribunal on December 18, 2024, Canada will provide an additional report with an update on ISC's progress on backlogged requests on January 17, 2025.

### **(1) Confirmation of sufficient and sustainable resources, including funding**

#### Annual Baseline Funding

The Jordan's Principle initiative has an annual reference level (or baseline) of \$772.8 million per year approved by the Department of Finance until the end of the 2027-28 fiscal year.<sup>1</sup> The baseline level is the amount ISC begins each fiscal year to cover annual costs of approved requests as well as the operational costs of administering the Jordan's Principle initiative. If necessary, ISC may seek additional in-year funding through the federal budget process or through off-cycle budget requests. Decisions on funding levels are made by the Minister of Finance and the Prime Minister and are subject to Parliamentary appropriations.

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<sup>1</sup> The federal government fiscal year begins April 1 and ends March 31.



Since 2016, over \$8.8 billion has been allocated to Jordan's Principle in funding for products, services, and supports for First Nation children. More than 8.2 million products, services and supports have been approved.

Requests to Jordan's Principle may be made in either an individual or a group request stream. Different service models have been developed across the country in response to realities within the regions. Several parties are involved in the delivery of Jordan's Principle, including those taking a broader role in decision-making. This includes the delivery of approved services through their group requests or delivery of service coordination to support individual requestors. Some parties provide support in the administration of invoice processing related to approved individual requests by ISC.

ISC works diligently to track the costs associated with the delivery of these different functions and to provide appropriate level of funding to support these functions and requests. Overall, communities submitting group requests have received approval and funding without issue.

### Contribution Agreements

Group requests under Jordan's Principle for products, services, or supports that address the needs of multiple children from different families/households are funded through contribution agreements between ISC and First Nation partners and community organizations. ISC reimburses a recipient in accordance with the terms and conditions of the contribution agreement, and the recipient distributes the funding based on the community's proposal outlined in the group request. If a First Nation or community organization has an existing contribution agreement with ISC for other ISC programs, the contribution agreement can be amended by agreement to include funding for the approved group request.

Since the 2020-21 fiscal year, ISC has approved over \$5 billion in funding through contribution agreements with First Nations, Tribal Councils, First Nation organizations, and others to support the delivery of Jordan's Principle services to First Nation children. This includes the 2024-25 fiscal year in which ISC approved over \$1.67 billion in funding through contribution agreements (see Annex A, Table 1). Of this, over \$1.23 billion was approved through requests from First Nations, Tribal Councils, and other First Nation organizations that are involved in the delivery of services for First Nation children (see Annex A, Table 2).

For the purposes of this report, ISC is sharing with the Tribunal and parties relevant information from the contribution agreements in Annex A that report on the level of funding approved by ISC over the last five fiscal years.

**Annex A:** tables provide relevant information on funding approved by ISC through contribution agreements under Jordan's Principle for the last five fiscal years:

**Table 1** – overall total funding approved and allocated by ISC through contribution agreements for each region. This includes total funding to First Nations, Tribal Councils, and other First Nation organizations (summarized separately in Table 2), as well as service providers including Provincial School Boards, First Nation or Provincial Health

Authorities/Boards, Child and Family Services, Friendship Centres, cultural centres, and others.

**Table 2** – funding approved and allocated through contribution agreements to First Nations, Tribal Councils, and First Nation organizations under Jordan’s Principle.

### Reporting Requirements

Reporting requirements are key to understanding how funds are spent, including how funds are utilized for group requests. Reporting is also helpful to identify unspent funds at the end of the fiscal year and the results achieved with the funding.

All recipients of contribution agreement funding, including for Jordan’s Principle, are subject to reporting requirements, timelines, and procedures as set out under the terms and conditions of the contribution agreement and the Transfer Payment Policy. Reporting requirements were suspended due to the extraordinary public health emergency during the COVID-19 pandemic in 2020 but reinstated in October 2024.

### **(2) Coordination of federal programs**

Since the Tribunal’s 2016 merits decision, Canada has improved overall access to critical services for First Nation children and their families across the country. To date, federal efforts have focused on scaling up the Jordan’s Principle initiative to ensure that it is implemented as directed by successive Tribunal orders.

ISC was created in 2017 to bring a holistic approach to delivering social, healthcare, and infrastructure services essential to healthy First Nation children, individuals, families and communities. The majority of ISC programs provide funding to First Nation communities and organizations in the delivery of those services according to the terms and conditions of the programs and service delivery plan.

The Jordan’s Principle operational model is a complex federal-centric request driven model that is large scale and not easily coordinated. As such, there are challenges coordinating Jordan’s Principle horizontally with sector-specific programs at community, provincial, territorial and federal levels. In addition, there are multiple sectors implicated at this stage from health (including various types of health services including allied health, medical supplies, and equipment) education, social and other community-based services.

Moreover, urgent/non-urgent individual and group requests are at times submitted to Jordan’s Principle with limited supporting documentation and are decided with limited parameters on eligibility of cost, type, frequency and duration of funding for services, products and supports. Such a complex request driven model is challenging to synchronize with an operational approach used in the majority of public programs or service delivery models at local, provincial/territorial, and federal levels.

By way of an example of the challenges in coordinating federal programs where funding requests are made under Jordan’s Principle but covered under another program: a request may be made to Jordan’s Principle for expenses for medical transportation to support eligible clients to access

medically necessary health services that are not available in the requestor's community. This request would ordinarily fall within the coverage provided by the Non-Insured Health Benefits (NIHB). However, since NIHB operates differently, the amount of time taken to decide the request would likely exceed the current timelines in place under Jordan's Principle. Therefore, it may not be possible for NIHB to receive a referral request from Jordan's Principle and make a decision within 48 hours (for a non-urgent request).

That said, the Tribunal's recent clarifications that ISC may connect requestors with existing programs is helpful to ISC's continued efforts to implement the Tribunal's orders and make operational improvements. These improvements will necessarily take time to develop to ensure the capacity and responsiveness of existing program processes comply with the Tribunal's orders, and First Nations who are responsible for the operation and management of ISC funded programs are engaged with as required.

To be able to undertake meaningful coordination across federal programs would require moving beyond the current federal model of Jordan's Principle and advance much needed reforms. To that end, ISC is engaging in numerous efforts, as outlined below.

### **The Service Alignment Initiative**

ISC has begun an internal assessment and mapping of Jordan's Principle requests to ISC federal programs through the Service Alignment Initiative to better understand trends and connections in ISC funded community-based programs and Jordan's Principle requests.

Based on an initial review, there are few existing ISC programs and services providing off-reserve funding on the scale provided through Jordan's Principle because First Nations Peoples residing off-reserve are able to access services available to any other resident living off-reserve within a province or territory. Moreover, Jordan's Principle does not operate using the same parameters as other programs that have policies, rules, terms and conditions regarding program eligibility and scope. As such, there is limited transferability between Jordan's Principle requests and other ISC programs.

It is anticipated that the Service Alignment Initiative will inform further changes to Jordan's Principle. The preliminary analysis of the Service Alignment Initiative is expected in the Summer of 2025.

Ultimately, Canada's goal is to increase First Nation's control, delivery and decision-making for the services, supports and programs for children.

### **IFSD research project to examine options to reform Jordan's Principle**

ISC has funded the Institute of Fiscal Studies and Democracy (IFSD) (via the Caring Society) to complete a data assessment (completed in Nov 2022) and a needs assessment (final report pending). ISC's funding for the needs assessment is \$1,297,340 million over the period of 2022 to 2025. The IFSD needs assessment will include:

- Recommendations for the development of a policy framework;

- A review of existing programs and services;
- Recommendations for reforming the operationalization of Jordan's Principle; and
- A financial analysis and costing of the baseline and any proposed reforms.

Given the IFSD's project objectives, the final IFSD report will offer helpful insights on existing programs and services as well as how to better coordinate among these programs.

ISC's understanding is the final report is currently being drafted. ISC will thoroughly consider IFSD's recommendations once available.

In addition to IFSD's research, ISC continues to consider all analyses and service delivery experience from stakeholders and experts. As such, ISC continues to make operational changes to dynamically respond to all information it receives, as well as the Tribunal's orders. This has recently included, for example, revisiting how urgent cases are triaged, prioritizing the clearing of backlogs, and systemic changes to better identify urgent cases.

### **Connecting recurrent group requestors within Jordan's Principle with First Nation Community-based programs**

ISC is exploring options to address recurring group requests through community-based programming.

ISC has initiated a pilot establishing a children's stream within the First Nations and Inuit Home and Community Care (FNIHCC) program. This will allow the highest recurrent expenditures approved within Jordan's Principle for home and community care related services to be delivered through the FNIHCC pilot program.

ISC has received additional funding of \$234 million over 5 years for the FNIHCC pilot program beginning in 2025. It is anticipated that during Year 1, twenty to twenty-five community home care programs will be identified to participate in the pilot program. This funding will target community home care programs in Ontario, Manitoba and Saskatchewan as these regions have the highest expenditures for home and community care related products and services under Jordan's Principle. Regional officials from the FNIHCC program and Jordan's Principle are working together to determine eligible communities based on specific criteria. The services that would be eligible for this funding include pediatric palliative care services, allied health services, respite services, case management services and nursing services.

### **Connecting incoming requestors to Jordan's Principle with available programs and services.**

ISC will continue to consider ways to improve service coordination to allow First Nation children and families to access programs and services, in addition to Jordan's Principle.

Overall, ISC remains dedicated to building the capacity of existing Jordan's Principle service coordinators to assist families navigate the full range of existing federal and provincial programs. Moreover, ISC is working to establish an interdepartmental network to share information among departments providing programming to First Nation children and families on and off-reserve.

ISC's work continues to improve efforts to ensure First Nation children and families are connected to provincial, territorial, federal and community-based programs and find further ways to clarify under which circumstances requestors may be safely re-directed to other existing programs.

Sincerely,



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Senior Counsel

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## ANNEX A

**TABLE 1:** total funding overall approved and allocated by ISC through contribution agreements for each region under the Jordan's Principle initiative. Represents funding to First Nations, Tribal Councils, First Nations' organizations, as well as service providers including Provincial/Territorial School Boards, First Nations or Provincial Health Authorities/Boards, Child and Family Services, Friendship Centres, Cultural Centres, and others.

Region	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Grand Total
<b>ALBERTA</b>	\$ 48,935,473.00	\$ 38,935,742.00	\$ 73,279,665.00	\$ 151,367,153.56	\$ 157,397,761.00	\$ 469,915,794.56
<b>ATLANTIC</b> (NS, NB, NL, PEI)	\$ 32,391,697.00	\$ 34,676,293.00	\$ 60,731,001.00	\$ 70,215,571.00	\$ 62,909,661.00	\$ 260,924,223.00
<b>BRITISH COLUMBIA</b>	\$ 1,890,096.52	\$ 4,363,507.13	\$ 10,182,041.76	\$ 23,810,123.11	\$ 37,930,076.14	\$ 78,175,844.66
<b>MANITOBA</b>	\$ 125,685,604.00	\$ 127,370,749.00	\$ 190,211,484.00	\$ 390,811,743.44	\$ 453,472,900.00	\$ 1,287,552,480.44
<b>NORTHERN REGION</b> (NWT, YK, NU)	\$ 50,056,830.00	\$ 68,502,833.69	\$ 87,841,811.00	\$ 151,746,628.50	\$ 242,508,252.95	\$ 600,656,356.14
<b>ONTARIO</b>	\$ 167,021,977.87	\$ 193,789,837.00	\$ 318,092,323.75	\$ 468,099,245.94	\$ 463,534,010.09	\$ 1,610,537,394.65
<b>QUEBEC</b>	\$ 34,852,378.00	\$ 31,618,493.00	\$ 56,330,761.00	\$ 79,314,725.00	\$ 56,610,235.00	\$ 258,726,592.00
<b>SASKATCHEWAN</b>	\$ 49,641,526.40	\$ 55,618,988.00	\$ 65,481,102.00	\$ 165,576,294.00	\$ 197,106,500.00	\$ 533,424,410.40
<b>Grand Total</b>	<b>\$ 510,475,582.79</b>	<b>\$ 554,876,442.82</b>	<b>\$ 862,150,189.51</b>	<b>\$ 1,500,941,484.55</b>	<b>\$ 1,671,469,396.18</b>	<b>\$ 5,099,913,095.85</b>

**TABLE 2:** funding approved and allocated by ISC through contribution agreements with First Nations, Tribal Councils, and First Nations' organizations under the Jordan's Principle initiative.

Region	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Grand Total
<b>ALBERTA</b>	\$ 33,733,825.00	\$ 14,301,474.00	\$ 34,332,835.00	\$ 72,509,536.56	\$ 67,767,524.00	\$ 222,645,194.56
<b>ATLANTIC</b> (NS, NB, NL, PEI)	\$ 30,555,177.00	\$ 32,047,898.00	\$ 53,633,339.00	\$ 61,704,469.00	\$ 58,939,824.00	\$ 236,880,707.00
<b>BRITISH COLUMBIA</b>	\$ 1,860,096.52	\$ 4,273,507.13	\$ 9,442,730.40	\$ 21,804,099.95	\$ 33,806,020.88	\$ 71,186,454.88
<b>MANITOBA</b>	\$ 106,298,676.00	\$ 106,785,824.00	\$ 159,488,648.00	\$ 345,517,154.44	\$ 416,706,435.00	\$ 1,134,796,737.44
<b>NORTHERN REGION</b> (NWT, YK, NU)	\$ 9,350,914.00	\$ 16,601,598.69	\$ 27,541,407.00	\$ 49,580,168.50	\$ 62,817,554.95	\$ 165,891,643.14
<b>ONTARIO</b>	\$ 152,428,430.87	\$ 175,156,443.00	\$ 293,991,433.75	\$ 429,585,114.94	\$ 414,671,794.09	\$ 1,465,833,216.65
<b>QUEBEC</b>	\$ 25,058,558.00	\$ 25,158,605.00	\$ 45,292,202.00	\$ 57,311,959.00	\$ 44,794,205.00	\$ 197,615,529.00
<b>SASKATCHEWAN</b>	\$ 30,099,264.40	\$ 33,073,257.00	\$ 39,481,382.00	\$ 112,614,960.00	\$ 131,069,637.00	\$ 346,338,500.40
<b>Grand Total</b>	<b>\$ 389,384,941.79</b>	<b>\$ 407,398,606.82</b>	<b>\$ 663,203,977.15</b>	<b>\$ 1,150,627,462.39</b>	<b>\$ 1,230,572,994.92</b>	<b>\$ 3,841,187,983.07</b>



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## Via Email

Our File Number: LEX-500166425

December 10, 2024

Canadian Human Rights Tribunal  
240 Sparks Street, 6th Floor West  
Ottawa, Ontario K1A 1J4

Dear Members Marchildon and Lustig,

**Re: First Nations Child and Family Caring Society of Canada et al. v.  
the Attorney General of Canada et al.  
Tribunal File: T1340/7008**

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We write on behalf of Indigenous Services Canada (ISC) with Canada's report to the Tribunal, as required by the November 21, 2024 Summary Ruling. This letter shares ISC's concerns with the some of the deadlines set out in the Summary Ruling, as well as the important steps ISC is taking to address the existing backlog of Jordan's Principle requests, with a focus on urgent requests.

This letter also provides Canada's initial response to the Assembly of First Nations' (AFN) December 9, 2024 request for an extension of the commencement of the Tribunal's Summary Ruling orders to March 31, 2025. ISC acknowledges AFN's request and respects the need for time to address internal matters. ISC does not take a position on delaying the start of the ordered consultations to April, 2025. Due to the urgent nature of the Tribunal's orders and the focus currently on interim solutions, rather than the long-term reform, ISC affirms its readiness to begin Tribunal-mediated consultations.

## **Introduction**

Canada remains committed to Jordan's Principle and honouring the memory and legacy of Jordan River Anderson. ISC is approaching the Tribunal's orders in a manner that continues the progress Canada has made in the implementation of the Jordan's Principle initiative. Canada is focused on strengthening reconciliation and building on its collaborative relationships with First Nations mandated service organizations.

In the November 21 Summary Ruling, the Tribunal made a series of orders requiring Canada to complete various tasks on strict deadlines. On December 4, 2024, Canada wrote to the

Tribunal expressing concerns with some of the deadlines within the Summary Ruling. In particular, ISC is concerned that the timelines to address the backlog of Jordan's Principle requests could have unintended impacts on delivering critical services to First Nations children and families and is not operationally feasible. As described below, ISC proposes a solutions-based path forward that addresses concerns and works towards a resolution of backlogged requests, without unintended consequences to First Nations children, their families, and the delivery of other essential services to Indigenous communities across Canada.

### **Canada's specific concerns with the ordered deadlines**

ISC's first priority is to identify and process urgent requests, then clear all backlogged requests. This work is taking place as ISC continues to receive and assess a high number of new requests on a daily basis. As of December 4, 2024, and as set out in Annex A, there are approximately 140,000 backlogged requests, including approximately 25,000 self-identified urgent cases.

ISC is reviewing all self-declared urgent requests on a priority basis. However, the Tribunal's order that ISC complete the review, triage and reclassify the backlog by December 10, 2024, while continuing to respond to incoming requests, would have required diverting significant resources from other ISC essential programs. This would jeopardize the overall delivery of services to Indigenous Peoples across Canada within ISC's mandate.

The order that ISC return back to the Tribunal with its detailed plan, with targets and deadlines, is similarly challenging. The plan will require complex operational changes to criteria and processes across a large and decentralized national initiative. Such changes require careful planning. Changes in processes to triage the high volume of requests and implement new decision-making processes requires sufficient time for ISC to:

- ensure that those responsible for assessing requests and managing internal processes are properly trained and informed of the Tribunal's interim definition;
- adapt systems and operating practices;
- communicate with First Nations communities and other partners.

At this time, and taking into account the unpredictable number of new daily requests, ISC is unable to estimate the timeframe in which all backlogged requests will be cleared. However, we anticipate that via Tribunal-assisted mediation, the parties will co-develop solutions to reduce and eventually eliminate the backlogged requests. This will include considering Tribunal direction to co-develop objective criteria for urgency, including the criteria and guidelines for cases involving no access to basic necessities, cases involving caregivers and children fleeing from domestic violence, and the criteria for qualified professionals.



### **Current/Immediate Steps being taken by ISC to address the backlog**

Notwithstanding the concerns raised above, ISC has taken important steps to address urgent backlogged requests in anticipation of Tribunal-assisted mediation towards co-development of efficient and effective solutions to reduce and eventually eliminate the backlog within the government context.

In the meantime, and to ensure ISC is responsive to time sensitive situations, each region has developed internal triaging processes to identify and address cases where a failure to act immediately could result in irremediable harm to the First Nations child. Additionally, Canada has in place a system for identifying urgent requests as they are submitted through the Jordan's Principle Case Management System (CMS).

For great certainty, ISC will continue to process urgent requests where there is a possibility of irremediable harm to the First Nations child. Where First Nations children are in an emergency situation and/or are at immediate risk of harm, Call Centre Agents are equipped with a detailed list of services to support callers. This list includes emergency services (police, fire, ambulance), mental health supports, and other regional specific resources and contribution agreements. This list is shared with all regional teams.

In response to the Tribunal's request for information on how backlogged requests are being addressed generally:

1. **Request for information identifying the total number of currently backlogged cases:** Annex A to this report provides, as of December 6, 2024, the total number of backlogged cases both nationally and in each region, including intake backlog, in-progress backlog, and information regarding the cumulative number of backlogged cases at month's end, dating back 12 months.
2. **Immediate steps taken by Canada to address existing urgent requests based on the following interim definition:** To the extent products, services, or supports requested through Jordan's Principle are linked to the child's specific urgent circumstances, Canada is currently applying the Tribunal's interim definition of urgent, pending the outcome of Tribunal-assisted mediation.

By December 10, 2024, the following steps to address the backlogged requests have been completed by ISC or are in progress:

- Communicated this interim definition directly with intake staff to be applied to backlogged requests;
- Provided staff with the discretion to make determinations on the urgency of a request, and re-classify requests appropriately that do not meet the interim definition;

- Initiated updates to the ISC website to communicate the interim definition of urgent with the public and which will invite requestors to contact ISC;
- Updated the National Call Centre script to provide staff the tools to respond to enquiries.

3. **Regional Delegation of Authority:** To further reduce backlogged requests, ISC is revising internal policies to reduce request escalation to National Headquarters and permitting regional decision-makers more discretion to make decisions on Jordan's Principle requests. This step will reduce the wait-times for requestors and reduce unnecessary delays caused by multiple levels of decision-making.

National Headquarters will act as a 'Centre of Expertise and Quality Control and Assurance', to assess and determine requests that are complex, multi-dimensional and inconsistent with the application of eligibility criteria, thus considered an "exceptional case". This will enable a dedicated decision-maker at National Headquarters to assess more complex requests.

4. **Confirming Reimbursement process:** In the 2024 fiscal year, Jordan's Principle has already made 65,681 payments between April 1st and October 31st, 2024. ISC has projected that 152,000 payments will be made by year-end. While 92.6% of these payments are issued efficiently via direct deposit, meeting the 15-business day processing standard has been challenging. Currently, only 26.1% of requests are processed within the 15 business day timeframe, with 44.5% processed within 30-business days as a result of the high volume of requests and complexity. ISC is working directly with First Nations parties to find solutions to issues that arise and to ensure the accuracy of information from requestors in a timely way. This includes ensuring requestors provide supporting invoices, and establishing practices and procedures to ensure that the necessary information can be provided and transmitted in a form that can be readily processed by Canada's financial system.

5. **Reimbursement process to ensure timely payment:** ISC works to process all payments within 15 business days. To assist with faster reimbursement, ISC adjusted its policy on acquisition card thresholds for one-time transactions from \$5,000 to \$10,000, and for emergency travel from \$5,000 to \$20,000 per transaction. These policy adjustments enable intake officers to grant access for one-time transactions and emergency travel immediately for requests that fall within the new threshold. Work is also underway with internal control teams to enhance the efficiency of its payment processes including streamlining workflows, identifying and eliminating unnecessary steps in the payment process, and improving communication.<sup>1</sup>

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<sup>1</sup> As described in the Affidavit of Dr. Valerie Gideon affirmed on March 21, 2024.

ISC is exploring ways to expedite its reimbursement and payment timelines. While there are no current guidelines or formal process in place, ISC looks forward to discussing the issue further at Tribunal assisted mediation.

For the Tribunal's broader information, this ISC initiative faces growing challenges with reimbursements as the volume of requests and corresponding payments has surged by 311% over the last five (5) fiscal years. As set out in the list below, payments (including payments relating to requests that would not cause irremediable harm) have increase from 26,153 in the 2019-2020 fiscal year to 107,548 in the 2023-2024 fiscal year:

- FY2019-20: 26,153 payments
- FY2020-21: 28,270 payments
- FY2021-22: 44,314 payments
- FY2022-23: 71,860 payments
- FY2023-24: 107,548 payments

6. **Review and determination of urgent requests during and outside business hours:** Canada confirms that requestors have access to staff 24 hours a day, 7 days a week, and 365 days a year. ISC staff processing requests have the authority to review and determine urgent requests both during and outside business hours.

7. **Website information:**

Information relating to the availability of staff to process and make decisions on urgent requests can be found online on the ISC website here: [Indigenous Services Canada - Canada.ca](https://www.indigenousservicescanada.ca). The information is clearly presented, with sections that link to specific areas including who and how to send a request, the forms required, processing requests, requesting a reimbursement, and receiving payments. The contact information for all Jordan's Principle focal points in each region is clearly identified on the ISC website. In the event a person experiences difficulties reaching the focal point or requires immediate assistance, the ISC website also provides the contact information of the Jordan's Principle Call Centre: 1-855-JP-CHILD (1-588-572-4453); teletypewriting: 1-866-553-0554.

ISC confirms that its website is up to date and reflects the hours of operation and contact information for each regional office for the submission of Jordan's Principle requests or to inquire about payments. The contact information on the ISC website is shared on Jordan's Principle social media when applicable.

8. **Appeal Process:** ISC has confirmed that it is working to streamline its appeal process to share processes, review training, and modify roles and responsibilities. This work will

support consistent decision-making while ensuring the review of each case individually and the independence of the appeals processes.

### **Plan to Address Backlog**

ISC has developed and is implementing the following actions in accordance with the Tribunal's orders to triage all backlogged cases that includes a review of requests that were self-identified as urgent:

- A) **Reassignment of existing resources:** ISC has immediately reassigned existing Jordan's Principle resources to a surge team to focus on urgent requests, to the degree that ISC is able to do so without adversely impacting other services to Indigenous communities across Canada. Training materials and a communications plan are now complete, and ISC is holding a FAQ session for ISC staff on how to use their Case Management System (CMS) to reclassify urgent items as of December 4, 2024. ISC will continue to focus its resources on the intake and adjudication of new urgent requests to prevent the backlog from continuing to increase. The immediate focus will be on the review of urgent requests, the adjudication of deemed-urgent requests, and contacting requestors with unresolved deemed-urgent requests. The focus of the headquarters operational team will be on data cleanup to speed up request processing (i.e. merging of duplicate records). Regional operational teams will focus on averting further increases to backlogged requests. ISC projects that the data clean will be completed by February 28, 2025.
- B) **ISC is concurrently focusing on service delivery and design.** ISC is continuing to identify, evaluate and implement Information Technology (IT) options that will speed up request processing to include a Jordan's Principle external facing portal for Jordan's Principle service coordinators, and eventually to all Jordan's Principle requestors. ISC will continue to evaluate options to support the semi-automated notification to requestors as well as the use of potential new technology such as Generative Artificial Intelligence. ISC will apply a service design and delivery lens to current process and resource allocation to identify opportunities for more effective and efficient service delivery. One of the IT options currently being explored includes the application of algorithms to identify urgency based on the interim definition of urgency, with the aim of prioritizing new urgent cases above all others in the system.
- C) **Re-classification of self-determined urgent requests:** There are currently approximately 25,000 urgent requests in the backlog. ISC will conduct a system review using key words, timeframes, and types of requests to determine urgency of a request. More specifically, ISC will review most recent to oldest urgent cases to ensure 'urgent' under the interim definition are addressed as a priority. ISC will prioritize the review of self-declared urgent requests in the backlog, and commit to communicating with the

requestor immediately after having reviewed their request (i.e., with a decision, interim measures and/or seek additional information to support adjudication, as required).

Each region has its own triage processes to identify and address cases where a failure to act immediately could result in irremediable harm to the child.

- D) **Communications of determinations to requestors to follow initial review of urgent backlog:** Decisions will be communicated to requestors according to existing practices. The methodology for approval may be made by category, existing program and/or service that is not addressing the distinct needs of the First Nations child and families, and the application of substantive equality. It is also expected that there will be cases that requestors self-identified as urgent that do not meet the interim definition of urgent. Moreover, other requests may require additional information given their complexity. Therefore, communication and decision-making will occur on a case-by-case basis to determine the classification of these requests. For greater certainty, the communication to requestors with confirmed urgent cases would be either: i) a decision on their request, or ii) where a decision cannot be made immediately, ISC will identify interim measures to address any reasonably foreseeable irremediable harms that would be beneficial to the child and request additional information to support adjudication.
- E) **Communications with Requestors on Decision:** ISC communicates decisions to requestors letter or email, depending on how the request was submitted. ISC will conduct a maximum of three contact attempts per request. As noted above, with regional Jordan's Principle staff having the discretion to determine cases, the speed of communications with requestors will increase.

Thank you for the opportunity to provide this report to the Tribunal and the parties. ISC hopes to work with the parties through Tribunal-assisted mediation on these matters.

Sincerely,



Dayna Anderson  
General Counsel

Encl: Annex A – Status Report on Operational Backlogs: Jordan's Principle (December 2024)

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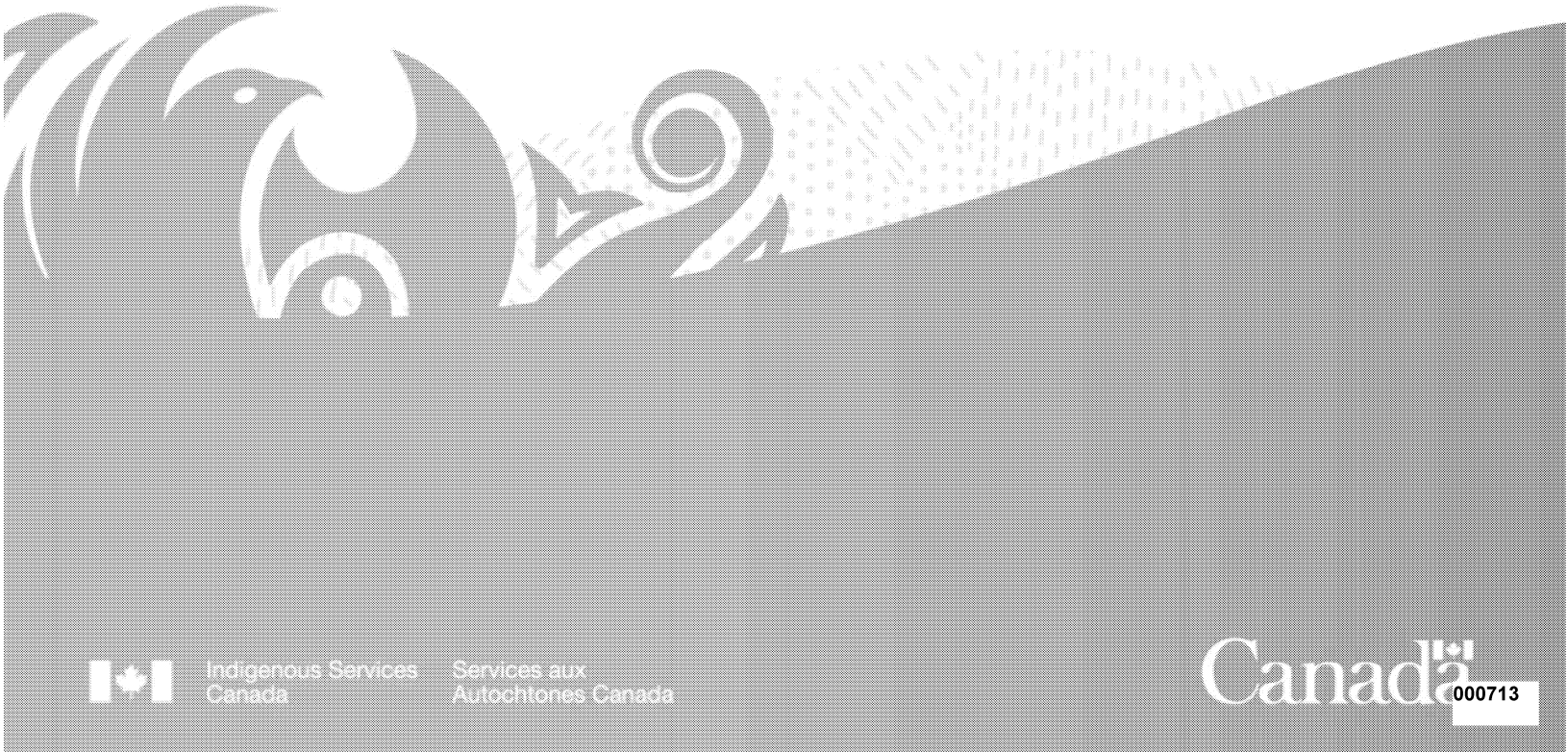
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# Status Report on Operational Backlogs

Jordan's Principle



Indigenous Services  
Canada

Services aux  
Autochtones Canada

Canada

000713

Report Updated: December 6, 2024

Data Sources: Jordan's Principle Case Management System (the CMS)

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## Scope

This report presents data on the status of the three operational backlogs associated with the implementation of Jordan's Principle. More specifically, it provides the total number of backlogged requests, nationally and in each region, including the intake pending backlog, requests in progress backlog, the appeal backlog, and the payment/reimbursement backlog. It also presents monthly trends associated with specific backlog volumes where data is available.

## Definitions & Methodology

### **Overall Request Backlog (A + B)**

*Definition: The number of active requests (items) received by Jordan's Principle that do not have a decision, excluding dormant requests where one or more contact attempts have been made to the requestor for additional information.*

**Methodology:** The overall request backlog is comprised of two parts – **Intake pending (A)** and **Requests in Progress (B)**. (See Table 1)

### **Intake Pending (A)**

*Definition: The number of requests (items) received by Jordan's Principle that have not yet been entered into the CMS.*

**Methodology (A):** The number of emails received by Jordan's Principle that contain one or more requests that have not yet been entered into the CMS. Email is the primary medium in which new requests are received by Jordan's Principle, accounting for ~85% of all initial communication. Therefore, it has been used as a proxy indicator for the intake pending backlog. The email count is restricted to specified inbox folder(s) used by regions to sort and triage emails pending intake into the CMS to minimize the risk of including emails not directly associated with new requests like follow-ups, invoices, and general inquiries. For the purposes of estimating backlogged requests it is assumed that each email represents one active request (See Table 2).

### **Requests in Progress (B)**

*Definition: The number of active requests (items) entered in the CMS that do not have a decision, excluding dormant requests where one or more contact attempts have been made to the requestor for additional information.*

**Methodology:** The number of active requests in the CMS that 1) are not appeals 2) do not have a decision, and 3) are not dormant requests where one or more contact attempts have been made to the requestor. (See Table 4)

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## Appeal Backlog

*Definition: Appeal requests received by Jordan's Principle that do not yet have an appeal decision to uphold or overturn the original decision, excluding dormant requests where one or more contact attempts have been made.*

**Methodology:** The number of active requests in CMS that 1) are appeals 2) do not have a decision to uphold or overturn the original decision, and 3) are not dormant requests where one or more contact attempts have been made to the requestor. (See Table 5)

## Considerations

- The data within this report differs from backlog analyses previously submitted to the Canadian Human Rights Tribunal (CHRT) in two ways:
  1. The previous methodology could not differentiate between backlogged Jordan's Principle and ICFI requests. This analysis excludes ICFI requests from the backlog data in the Request system (B).
  2. Earlier analyses presented backlog data as both high and low estimates. This analysis uses a methodology consistent with the high estimate approach.
- ISC is unable to determine if unopened emails contain Jordan's Principle requests or ICFI requests, as such, data for unopened emails (A) is assumed be an *overestimate* of the emails associated with Jordan's Principle.
- The backlog volumes presented in this report are at the request level, not at the cases or requestor level. For example, it is possible that one requestor might have three cases, and each case might have three items requested. The backlog associated with this requestor would appear as 9 requests, not the 3 cases or 1 requestor.
- The definition of request backlog used for this report does not consider the compliance timelines or service standards. Thus, a proportion of the backlog may still meet the compliance service standards outlined by the CHRT.
- Due to the live nature of the CMS, backlogged requests are generally incomplete records, constantly evolving and are not readily available for reporting purposes
- The functionality enabling identification of dormant pending contact attempts was not implemented in the CMS until March 2021. Prior to this functionality, dormant requests would remain as pending or in progress and have not been updated since, and thus still appear in the backlog figures provided in this report. Moreover, not all system users update the status of requests in the system when a contact attempt is made to the requestor. As a result, these dormant requests are included in the backlog figures provided in this report.

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## **Summary**

### ***Request Backlog***

- As of December 4, 2024, it is estimated that Jordan's Principle has nearly 140,000 backlogged requests (Table 1).
  - Nearly 15,000 backlogged requests are pending intake based on email volumes (Table 1)
  - The remaining roughly 125,000 backlogged requests are in progress, of which 25,891 are urgent based on the self-declaration of requesters (Table 2).

### ***Appeal Backlog***

- As of December 2, 2024, there are 404 requests in the appeal backlog (Table 3).

### ***Payments Backlog***

- Data on the volume of backlogged payments/reimbursements is not available at the time of compiling this report. However, efforts are underway to identify solutions and develop the mechanisms necessary to systematically track and report this information in the future. Initial estimates may be available within 6 to 12 months.
- Between April 1<sup>st</sup> and Oct 31<sup>st</sup>, 2024, ISC processed 26.1% of all invoices within the 15 business days, and 44.5% within 30-business days.

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## Results

Table 1: Estimated Request Backlog by Region as of December 4, 2024

Region	Intake Pending Backlog (A)	In-Progress Backlog (B)	Total Estimated Request Backlog (A+B)
	Emails for new requests not yet in the CMS	Undetermined Requests in the CMS	
AB	2,881	14,142	17,023
AR	1,464	9,104	10,568
BC	3,318	10,991	14,309
MB	1,436	23,908	25,344
NR	0	4,867	4,867
ON	1,407	29,296	30,703
QC	1,569	1,723	3,292
SK	2,797	30,795	33,592
<b>Total</b>	<b>14,872</b>	<b>124,826</b>	<b>139,698</b>

1) Intake pending backlog (A) includes requests under Jordan's Principle and ICFI; 2) In progress backlog (B) limited to Jordan's Principle requests; 3) Includes service coordination requests; 4) In-progress requests were collected through the Jordan's Principle Case Management System (extracted 2024-12-05) and may not align with other analyses; 5) Email volume collected during the week of 2024-12-04.

Table 2: In Progress Backlog by Urgency and Region as of December 4, 2024

Region	Estimated Request in Progress Backlog		
	Urgent	Non-urgent	Total (B)
Alberta	2,791	11,351	14,142
Atlantic	218	8,886	9,104
British Columbia	3,023	7,968	10,991
Manitoba	7,042	16,866	23,908
Northern	652	4,215	4,867
Ontario	10,127	19,169	29,296
Quebec	419	1,304	1,723
Saskatchewan	1,619	29,176	30,795
<b>National</b>	<b>25,891</b>	<b>98,935</b>	<b>124,826</b>

1) Limited to Jordan's Principle requests; 2) Includes service coordination requests; 3) Requests were collected through the Jordan's Principle Case Management System (extracted 2024-12-05) and may not align with other analyses.

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Table 3: Estimated Appeal Backlog as of December 5, 2024

Region	Appeal Backlog
Alberta	60
Atlantic	24
British Columbia	55
Manitoba	23
Northern	50
Ontario	158
Quebec	18
Saskatchewan	16
<b>National</b>	<b>404</b>

1) Limited to Jordan's Principle requests; 2) Requests were collected through the Jordan's Principle Case Management System (extracted 2024-12-05) and may not align with other analyses.

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## Historic Trends in Operational Backlogs

Table 4. Estimated Intake Pending Backlog (A) by Region over the previous 6 months\*

Region	2024					
	Jun	Jul	Aug	Sep	Oct	Nov
Alberta	2,176	1,975	2,000	2,297	2,563	2,830
Atlantic	1,816	1,947	2,242	2,498	2,344	1,620
British Columbia	1,131	1,213	1,259	1,277	1,400	1,593
Manitoba	2,733	3,030	1,347	843	995	1,220
Northern	0	0	0	4	15	5
Ontario	1,556	1,554	1,306	1,412	1,527	1,434
Quebec	0	16	7	24	224	1,590
Saskatchewan	1,787	2,191	2,151	2,463	2,523	2,614
<b>National</b>	<b>11,199</b>	<b>11,926</b>	<b>10,312</b>	<b>10,818</b>	<b>11,591</b>	<b>12,906</b>

\* Data on the intake pending backlog is only available for the last 6 months.

1) Intake pending backlog (A) includes requests under Jordan's Principle and ICFI and 2) email volumes were collected during specific periods each month (June 2024, collected week of 2024-06-23; July 2024, collected week of 2024-07-28; August 2024, collected week of 2024-08-025; September 2024, collected week of 2024-09-22; October 2024, collected week of 2024-10-20; and November 2024, collected week of 2024-11-17).

Table 5. Estimated Request in Progress Backlog (B) by Region over the last 12 months

Region	2023	2024										
	Dec	Jan	Feb	Mar	Apr	May*	Jun	Jul	Aug	Sep	Oct	Nov
Alberta	6,613	6,912	7,320	7,670	8,597		10,511	12,238	13,412	14,381	14,104	14,000
Atlantic	4,636	3,768	4,100	4,069	4,460		4,243	5,570	5,729	6,029	6,272	8,506
British Columbia	2,457	3,054	3,284	3,871	6,579		8,221	8,823	9,304	9,749	10,141	10,777
Manitoba	10,212	10,487	12,131	12,878	13,241		14,879	16,329	16,979	18,198	18,724	22,390
Northern	5,736	5,902	6,043	6,373	6,683		7,153	6,139	5,978	6,004	5,619	5,322
Ontario	11,018	11,407	11,563	12,810	14,070		18,217	19,667	21,066	22,164	23,074	27,617
Quebec	955	827	844	857	621		648	673	739	799	896	1,455
Saskatchewan	19,775	21,060	22,095	23,294	24,599		26,567	27,133	27,945	28,764	29,466	30,595
National Teams	0	0	0	0	0		0	0	0	4	4	4
<b>National</b>	<b>61,402</b>	<b>63,417</b>	<b>67,380</b>	<b>71,822</b>	<b>78,850</b>		<b>90,439</b>	<b>96,572</b>	<b>101,152</b>	<b>106,092</b>	<b>108,300</b>	<b>120,666</b>

\* Data on the request in progress backlog is not available for May 2024.

1) Limited to requests under Jordan's Principle; 2) Includes service coordination requests; 3) Requests were collected through the Jordan's Principle Case Management System (December 2023, extracted 2023-12-11; January 2024, extracted 2024-01-17; February 2024, extracted 2024-02-09; March 2024, extracted 2024-03-11; April 2024, extracted 2024-04-10; June 2024, extracted 2024-06-10; July 2024, extracted 2024-07-11; August 2024, extracted 2024-08-09; September 2024, extracted 2024-09-10; October 2024, extracted 2024-10-08; and November 2024, extracted 2024-11-19) and may not align with other analyses.

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Table 6: Estimated Appeal Backlog by Region over the last 12 months

Region	2023	2024										
	Dec	Jan	Feb	Mar	Apr	May*	Jun	Jul	Aug	Sep	Oct	Nov
Alberta	8	11	31	66	4		6	16	2	21	16	50
Atlantic	0	33	3	6	4		27	34	41	24	27	21
British Columbia	8	4	8	12	27		39	55	32	23	34	54
Manitoba	1	18	1	7	19		27	23	14	20	24	18
Northern	3	0	3	0	5		12	21	22	19	16	44
Ontario	25	23	67	54	52		87	115	92	92	125	185
Quebec	1	1	2	5	14		12	14	29	20	33	18
Saskatchewan	1	0	1	15	25		6	9	5	5	6	5
<b>National</b>	<b>47</b>	<b>90</b>	<b>116</b>	<b>165</b>	<b>150</b>		<b>216</b>	<b>287</b>	<b>237</b>	<b>224</b>	<b>281</b>	<b>395</b>

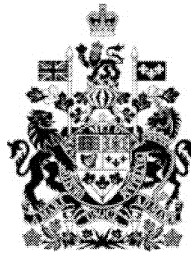
\* Data on the request in progress backlog is not available for May 2024.

1) Limited to Jordan's Principle requests; 2) Includes service coordination requests; 3) Requests were collected through the Jordan's Principle Case Management System (December 2023, extracted 2023-12-11; January 2024, extracted 2024-01-17; February 2024, extracted 2024-02-09; March 2024, extracted 2024-03-11; April 2024, extracted 2024-04-10; June 2024, extracted 2024-06-10; July 2024, extracted 2024-07-11; August 2024, extracted 2024-08-09; September 2024, extracted 2024-09-10; October 2024, extracted 2024-10-08; and November 2024, extracted 2024-11-19) and may not align with other analyses.

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Canadian Human  
Rights Tribunal



Tribunal canadien  
des droits de la personne

**Citation:** 2025 CHRT 6

**Date:** January 29, 2025

**File No.:** T1340/7008

**Between:**

**First Nations Child and Family Caring Society of Canada**

**- and -**

**Assembly of First Nations**

**Complainants**

**- and -**

**Canadian Human Rights Commission**

**Commission**

**- and -**

**Attorney General of Canada**

**(Representing the Minister of Indigenous and Northern Affairs Canada)**

**Respondent**

**- and -**

**Chiefs of Ontario**

**- and -**

**Nishnawbe Aski Nation**

**- and -**

**Amnesty International**

**- and -**

**First Nations Leadership Council**

**Interested parties**

**Ruling**

**Members:** Sophie Marchildon  
Edward P. Lustig



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## I. Context

[1] In 2016, the Tribunal released *First Nations Child and Family Caring Society of Canada et al. v. Attorney General of Canada (for the Minister of Indian and Northern Affairs Canada)*, 2016 CHRT 2 [*Merit Decision*] and found that this case is about children and how the past and current child welfare practices in First Nations communities on reserves, across Canada, have impacted and continue to impact First Nations children, their families and their communities. The Tribunal found that Canada racially discriminated against First Nations children on reserve and in the Yukon in a systemic way not only by underfunding the FNCFS Program but also in the manner that it designed, managed and controlled it. One of the worst harms found by the Tribunal was the FNCFS Program creating incentives to remove First Nations from their homes, families and communities. Another major harm to First Nations children was that zero cases were approved under Jordan's Principle given the narrow interpretation and restrictive eligibility criteria developed by Canada. The Tribunal found that more than just funding, there is a need to refocus the policy of the program to respect human rights principles and sound social work practice in the best interests of children. The Tribunal ordered Canada to cease the discriminatory practice, take measures to redress and prevent it from reoccurring, and reform the FNCFS Program and the 1965 Agreement in Ontario to reflect the findings in the *Merit Decision*. The Tribunal determined it would proceed in phases for immediate, mid-term and long-term relief so as to allow immediate change followed by adjustments and finally, sustainable long-term relief, informed by data collection, new studies and best practices as identified by First Nations experts, the specific needs of First Nations communities and of First Nations Agencies, the National Advisory Committee on child and family services reform and the parties.

[2] The Tribunal also ordered Canada to cease applying its narrow definition of Jordan's Principle and to take measures to immediately implement the full meaning and scope of Jordan's principle. Jordan's Principle orders and the substantive equality goal were further detailed in subsequent rulings.

[3] On December 12, 2023, the First Nations Child and Family Caring Society of Canada (Caring Society) brought a notice of motion for further relief from the Tribunal alleging

Canada's non-compliance with some of the Tribunal's orders on Jordan's Principle and to ensure that this Tribunal's orders of January 26, 2016 (2016 CHRT 2), April 26, 2016 (2016 CHRT 10), September 14, 2016 (2016 CHRT 16), May 26, 2017 (2017 CHRT 14, as amended by 2017 CHRT 35), February 21, 2019 (2019 CHRT 7), July 17, 2020 (2020 CHRT 20) and November 25, 2020 (2020 CHRT 36) are effective.

[4] This motion was made under Rule 3 of the *Canadian Human Rights Tribunal Rules of Procedure* (Proceedings Prior to July 11, 2021), pursuant to Rules 1(6), 3(1), 3(2), and 5(2), and pursuant to the Canadian Human Rights Tribunal's continuing jurisdiction in this matter.

[5] The Caring Society seeks an order that Canada immediately include, in its definition of "urgent requests," requests from First Nations children who:

- a. Have recently experienced the death of a caregiving family member, biological parent(s), and/or siblings, or are reasonably anticipated to experience such a death;  
or
- b. are impacted by a state of emergency proclaimed by a First Nations government, a provincial/territorial government, or the federal government.

[6] The Caring Society seeks an order that Canada immediately revise its National Call Centre calling tree and other contact mechanisms that may exist to ensure that requestors can immediately and easily indicate that their request is urgent or, in the case of an existing request, has become urgent and ensure that ISC staff with authority to review and determine urgent requests are available in sufficient numbers during and outside of business hours;

[7] The Caring Society seeks an order that Canada will, within 45 days of this Tribunal's order, appoint sufficient persons in each ISC region and nationally who are responsible for managing urgent Jordan's Principle cases to ensure that the determinations are made in a manner consistent with the Tribunal's orders;

[8] The Caring Society seeks an order that Canada will, within 7 days of this Tribunal's order, adopt the following measures related to its backlog of unaddressed Jordan's Principle requests:

- a. Report back to this Tribunal and the parties to identify the total number of currently backlogged cases, including with information regarding the cumulative number of backlogged cases at month's end, dating back 12 months;
- b. Contact all requestors in the backlog by email or phone setting out the Tribunal's timeline orders, noting Canada's non-compliant backlogs and urging requestors with urgent or time sensitive requests, or non-urgent requests that have become urgent, to contact specific personnel who will, including over the holiday season, determine such requests within 12 hours. The notice should also include timeframes for resolving the backlogs, information on requesting retroactive payments for requestors who had to pay for services, products or supports due to Canada's non-compliance, and information on measures being taken to prevent backlogs from recurring.
- c. triage all backlogged requests for urgency and communicate with all requestors with undetermined urgent cases to take interim measures to address any reasonably foreseeable irremediable harms; and
- d. report back to this Tribunal and the parties regarding the number of urgent cases identified in the backlog, including the intake backlog, the in-progress backlog, and the reimbursement backlog, and the timeframe by which all urgent and non-urgent backlogged requests will be determined.

[9] The Caring Society seeks an order requiring Canada to adopt the following measures with respect to its National and Regional and other Jordan's Principle contact centres including its call-in lines:

- a. Restrict the National Jordan's Principle Contact Centre's practice of referring urgent cases to ISC regional offices (or vice versa) to only situations wherein ISC staff

conduct a live transfer of the requestor and can confirm that the Regional Office (or National Jordan's Principle Contact Centre) has sufficient capacity to determine the case within the timeframe required under the Tribunal's orders;

- b. Provide the National and Regional contact centres with the capacity to determine the case within the timeframe required under the Tribunal's orders;
- c. Provide the National and Regional contact centres with the capacity to put in place immediate compassionate interventions when a request is placed for urgent services;
- d. Within 7 days, Canada must establish, and publicly post on its website and on social media, contact phone numbers, email addresses, and hours of operation for the ISC office in each province/territory and for headquarters, for both requests and payment inquiries;

[10] The Caring Society seeks an order clarifying that, consistent with 2017 CHRT 14 and 2017 CHRT 35, Canada shall immediately "begin the determination clock" when they are in receipt of a letter of recommendation from a professional with relevant expertise or, in the case of requests relating to culture or language, a letter from a community-authorized Elder or knowledge keeper and stop the clock when the requestor is advised of the determination of the case;

[11] The Caring Society seeks an order clarifying that, consistent with 2017 CHRT 14 and 2017 CHRT 35, Canada cannot delay funding for approved services in a manner that creates discrimination for First Nations children, youth and families including by placing undue hardship on families and service support, or product providers in a manner that risks a disruption, delay, or inability to meet the child's needs.

[12] The Caring Society seeks an order clarifying that, consistent with the reasoning in 2021 CHRT 41, this Tribunal's orders have primacy over any interpretation of the *Financial Administration Act* and related instruments such as "terms and conditions," agreements, policies and conduct that limits the Tribunal's remedial authority, and that Canada shall not rely on the *Financial Administration Act* to justify departures from this Tribunal's orders.

[13] The Caring Society seeks an order that Canada report to the Tribunal, within 7 days of this Tribunal's order, regarding which of the proposed solutions (and timelines for implementation of those solutions) contained in the Caring Society's "Jordan's Principle Work Plan" (attached to this Notice of Motion as Schedule "A") it is prepared to adopt (including timeframes for implementation) and, in the case of any proposed solution Canada is not prepared to adopt, the reason why not and what effective alternative measure Canada proposes to take (and the timeline on which such effective alternative measure will be implemented).

[14] The Caring Society seeks an order convening a case conference within 7 days of Canada's having submitted its response to the Caring Society's "Jordan's Principle Work Plan", at which the Tribunal may make orders, including consent orders, and provide direction and establish a schedule with respect to any matters contained within this Notice of Motion, the Caring Society's "Jordan's Principle Work Plan" and/or Canada's responding report that remain in dispute.

[15] The Caring Society seeks an order that within 45 days, Canada provide a report confirming to the Tribunal that First Nations and First Nations organization receiving, and/or determining and/or funding Jordan's Principle requests have sufficient and sustainable resources, including funding, to do so.

[16] The Caring Society further added a request for any additional relief as the Tribunal may award to give full effect to its orders; and an order that the Tribunal retain jurisdiction until such time as measures are in place to end the discrimination and prevent its recurrence.

[17] On March 15, 2024, Canada brought a cross-motion in support of reconciliation and with a specific view to reducing the existing backlog in Jordan's Principle requests received by Indigenous Services Canada (ISC), while also ensuring that urgent requests can be properly identified and prioritized by applying objective criteria. It is also in support of ensuring the wellbeing of First Nations children by allowing Canada to refer requestors to applicable community-based supports that are better suited to determining First Nations children's needs.

[18] Canada requests an order requiring that the complainants, the First Nations Child and Family Caring Society of Canada and the Assembly of First Nations, the respondent Attorney General of Canada, and the interested parties including the Chiefs of Ontario and Nishnawbe Aski Nation, seek to co-develop objective criteria, within sixty (60) days of the order, to be used to identify requests, for example those requests for products, “urgent” Jordan’s Principle services and supports directly linked to the needs of a First Nations child who requires urgent medical assistance or is at risk of reasonably foreseeable irremediable harm.

[19] Canada further requests extension to the Tribunal ordered deadlines to deal with urgent cases, clarification of the Back-to-basics approach, the possibility to refer Jordan’s Principle requestors to First Nations to an existing and applicable Jordan’s Principle group request approved and that is being administered by a First Nation or First Nation community organization pursuant to a contribution agreement with Canada; or to an applicable First Nation or First Nation community organization engaged in the administration of Jordan’s Principle pursuant to a contribution agreement with Canada. Furthermore, Canada proposes a safeguard where a request is deemed urgent in accordance with the objective criteria identified by the parties, Canada will first take into account whether or not referring the requestor will enable faster access to the requested product, service or support.

[20] Canada also seeks an order that where Canada enters into a contribution agreement with any First Nation or First Nation community organization to administer Jordan’s Principle, whether through a group request or otherwise, that First Nation or First Nation community organization is not bound by the procedural terms of any of the Tribunal’s Jordan’s Principle orders that are directed at Canada.

[21] The Tribunal in 2024 CHRT 95 granted limited interested party status to the BC First Nation Leadership Council (FNLC).

[22] The Cross-examinations of some affiants (witnesses) took place in April 2-3, 2024 and the Tribunal heard the motion and cross-motion (the motions) on September 10-12, 2024.

[23] On November 21, 2024, the Tribunal released a summary ruling with reasons to follow. The Tribunal believed that the summary ruling would be helpful to the parties to start their discussions immediately while waiting for the full reasons. This summary ruling was in response to the parties' request for clarification and to enable the parties to start their consultations. This was the Tribunal's response to pressing matters in the context of a large number of issues and materials.

[24] The Tribunal mentioned in its summary ruling that it believes it would be beneficial to have all the parties at the table including the Commission and for the parties to be advised by the parties' respective experts (First Nations who are not part of the proceedings, members of local, regional and national Jordan's Principle committees, grassroots experts, First Nations service providers, First Nations Health professionals, etc. They would not be at the negotiations unless all parties agree but the parties could request them to share their valuable input with all the parties). The Tribunal hopes for consent order requests. However, if this is not possible, the Tribunal orders the parties to return to the Tribunal with their respective views and to provide interim options to the Tribunal supported by a plan with clear rationale and supported by available evidence.

[25] The Tribunal released a summary ruling and crafted orders to help the parties begin their consultations immediately and also indicated that its detailed reasons would take more time. The Tribunal included a process to expedite solutions while keeping the door open for adjustments. Moreover, the parties were also invited to return to the Tribunal if they had any significant issues with the wording and/or deadlines set out in the orders. The Tribunal in keeping with the dialogic approach envisioned that this process would be the most expeditious way for parties to voice any challenges with the interim orders while they started working on solutions. Given the need to expedite matters while remaining conscious of possible challenges, the Tribunal found a manner to move things forward and minimize risk by allowing parties to let the Tribunal know if an order was too challenging or unclear. The Tribunal extended a similar invitation in the past and the parties did return to the Tribunal with wording suggestions for orders and the Tribunal accepted them. This was a positive



and expeditious process in keeping with reconciliation and the best interest of First Nations children.

[26] This process was subsequently used by the parties and will be discussed in the update since the Tribunal's summary ruling at the end. The update does not form part of the Tribunal's reasons but is illustrative of the expeditious process for amendments and/or clarifications envisioned in the Tribunal's summary ruling.

[27] The Tribunal is currently looking at interim solutions to address the backlogs and other aspects of Jordan's Principle.

**a. The Motion is granted in part, the Cross-motion is granted in part.**

[28] The full reasons supporting the summary ruling and orders are explained below.

## **II. Summary of the Parties' submissions**

[29] Given the length of this ruling and the numerous topics covered, the Tribunal, having thoroughly considered all the parties' extensive submissions, will, for ease of reference, summarize some of the parties' submissions under each topic in the analysis section and will provide reasons at the same time.

## **III. Applicable Law**

[30] Section 53(2)(a) of the *CHRA* gives the Tribunal broad discretion in the making of remedial orders, in keeping with the broad purposes and goals of human rights legislation (2023 CHRT 55 at para 207):

53(2) If at the conclusion of the inquiry the member or panel finds that the complaint is substantiated, the member or panel may, subject to section 54, make an order against the person found to be engaging or to have engaged in the discriminatory practice and include in the order any of the following terms that the member or panel considers appropriate:

(a) that the person cease the discriminatory practice and take measures, in consultation with the Commission on the general purposes of the measures,

to redress the practice or to prevent the same or a similar practice from occurring in future, including

(i) the adoption of a special program, plan or arrangement referred to in subsection 16(1), or (ii) making an application for approval and implementing a plan under section 17.

Constructing an effective remedy in a complex case such as this one often demands innovation and flexibility. Section 53(2)(a) and (b) of the *CHRA* provide for this flexibility. Section 53(2)(a) is designed to address systemic discrimination which requires addressing discriminatory practices and attitudes which requires considering historical patterns of discrimination.

[31] The Tribunal reviewed the scope of the *CHRA* remedies and the purpose of the legislation in earlier decisions and more recently summarized it in 2021 CHRT 41, at paragraphs 10-46. The Panel continues to rely on the approach it set out in these previous decisions.

[32] The Tribunal remains seized of all its previous orders except its compensation orders to ensure that they are adequately implemented to eliminate the systemic racial discrimination found and that it does not reoccur in the future.

[33] In retaining jurisdiction, the Tribunal cited *Grover v. Canada (National Research Council)*, 1994 CanLII 18487 (FC), 24 CHRR D/390 at paras. 32-33, (Grover), for the proposition that retaining jurisdiction on complex orders designed to address systemic discrimination ensures discrimination is effectively remedied. Moreover, this is especially helpful where the task of determining “effective” remedies was characterized as demanding “innovation and flexibility on the part of the Tribunal...” “the *CHRA* is structured so as to encourage this flexibility”. (2016 CHRT 10 at para 15).

[34] In 2016 CHRT 16, the Panel noted that it is Indigenous Services Canada (ISC) and the federal government’s responsibility to implement the Tribunal’s orders and remedy the discrimination found in the case. ISC must also communicate its response to the other parties and the Tribunal so they can ensure the discrimination has been remedied (para. 9). The Panel also indicated that while it shared the desire to implement a remedy quickly, this is a complex matter and the Panel is committed to ensuring all parties have an opportunity to fully present their positions (para. 13).

[35] The Panel set out why the unique circumstances of this case required Canada to consult with the other parties in the remedial stage (2017 CHRT 14 at paras. 113-120). Section 53(2)(a) sets out the authority to order consultation with the Commission. The Panel distinguished the current case from *Canada (Attorney General) v. Johnstone*, 2013 FC 113 that found that ordering consultation with other parties was not appropriate. The other parties' expertise in this case is invaluable. Furthermore, the Crown has a trust-like relationship with Indigenous peoples which requires Canada to act honourably in its dealings with First Nations and to treat them fairly. This relationship also manifests as a fiduciary relationship and in the duty to consult. Section 1.1 of *An Act to amend the Canadian Human Rights Act*, S.C. 2008, c. 30 confirms that the *CHRA* does not derogate from this relationship. In addition, the best interests of the child are central to this case. The other parties in this case include professionals with specific expertise in First Nations child and family services. These organizations have the knowledge to make recommendations to improve the cultural appropriateness of Canada's response. Finally, consultation with First Nations is consistent with Canada's stated remedial approach in this case.

[36] In 2019 CHRT 7, the Panel described the remedial provisions of section 53(2)(a) of the *CHRA* as an injunction-like power to order that a discriminatory practice cease (paras. 45-55).

[37] The Panel reviewed key case law interpreting the remedial scope of the *CHRA* with a particular focus on *CN v. Canada (Canadian Human Rights Commission)*, 1987 CanLII 109 (SCC), [1987] 1 SCR 1114, (*Action Travail des femmes*) and *Robichaud v. Canada (Treasury Board)*, 1987 CanLII 73 (SCC), [1987] 2 SCR 84, (2021 CHRT 6 at paras. 59-75). These cases indicate that the Tribunal has significant discretion in awarding remedies but that this discretion must be guided by the purpose of the legislation to prevent and remedy discrimination. The remedies must be effective. It is not to be read narrowly to limit the Tribunal's remedial tools given both general legislative interpretation principles and its quasi-constitutional status. Systemic remedies, such as supported under section 53(2)(a) of the *CHRA* by reference to section 16(1), are often required in cases of systemic discrimination. The main purposes of such a systemic remedy in *Action Travail des femmes* are countering

the effects of systemic discrimination including addressing the attitudinal problem of stereotyping.

[38] In 2021 CHRT 12, the Panel reviewed the remedial purpose of the *CHRA* in a consent order (paras. 25-41). The Panel reviewed a number of its prior rulings and findings, some of which are summarized above. In addition, the Panel referred to *Ontario v. Association of Ontario Midwives*, 2020 ONSC 2839. In that case, the Divisional Court approved of the Panel's reasoning in this systemic discrimination case that found that "governments have a proactive human rights duty to prevent discrimination which includes ensuring their funding policies, programs and formulas are designed from the outset based on a substantive equality analysis and are regularly monitored and updated" (*Association of Ontario Midwives* at para. 189), (emphasis added):

[39]

[189] The Tribunal's findings in this regard are reasonable. Indeed, they are consistent with the SCC's decision in *Moore* and the Canadian Human Rights Tribunal's decision in *Caring Society*, two cases concerning systemic discrimination in government funding policies. *Moore* and *Caring Society* make clear that governments have a proactive human rights duty to prevent discrimination which includes ensuring their funding policies, programs and formulas are designed from the outset based on a substantive equality analysis and are regularly monitored and updated. Such jurisprudence is directly at odds with the MOH's position that it can wait before acting until midwives – a deeply sex-segregated profession that is highly susceptible to systemic gender discrimination in compensation – have proven that the MOH's conduct constitutes sex discrimination. (footnotes omitted).

[40] The Federal Court, in a judicial review initiated by Canada in this case, in *Canada (Attorney General) v. First Nations Child and Family Caring Society of Canada*, 2021 FC 969, in dismissing all of Canada's arguments, made important comments on the Tribunal's approach to remedies in this case:

[135] The fact that the Tribunal has remained seized of this matter has allowed the Tribunal to foster dialogue between the parties. The Commission states that the leading commentators in this area support the use of a dialogic approach in cases of systemic discrimination involving government

respondents (Gwen Brodsky, Shelagh Day & Frances M Kelly, “The Authority of Human Rights Tribunals to Grant Systemic Remedies”, (2017) 6:1 Can J of Human Rights 1). The Commission described this approach as bold considering the nature of the Complaint and the complexity of the proceedings.

[136] The dialogic approach contributes to the goal of reconciliation between Indigenous people and the Crown. It gives the parties opportunities to provide input, seek further direction from the Tribunal if necessary, and access information about Canada’s efforts to bring itself in compliance with the decisions. As discussed later in my analysis of the Eligibility Decision, this approach allowed the Tribunal to set parameters on what it is able to address based on its jurisdiction under the *CHRA*, the Complaint, and its remedial jurisdiction.

[137] The Commission states that the dialogic approach was first adopted in this proceeding in 2016 and has been repeatedly affirmed since then. It submits that the application of the dialogic approach is relevant to the reasonableness considerations in that Canada has not sought judicial review of these prior rulings.

[138] I agree with the Tribunal’s reliance on *Grover v Canada (National Research Council)* (1994), 1994 CanLII 18487 (FC), 24 CHRR 390 [Grover] where the task of determining “effective” remedies was characterized as demanding “innovation and flexibility on the part of the Tribunal...” (2016 CHRT 10 at para 15). Furthermore, I agree that “the [*CHRA*] is structured so as to encourage this flexibility” (2016 CHRT 10 at para 15). The Court in *Grover* stated that flexibility is required because the Tribunal has a difficult statutory mandate to fulfill (at para 40). The approach in *Grover*, in my view, supports the basis for the dialogic approach. This approach also allowed the parties to address key issues on how to address the discrimination, as my summary in the Procedural History section pointed out.

...

[162] I disagree with the Applicant’s characterization of the decisions following the Merit Decision as an “open-ended series of proceedings.” Rather, the subsequent proceedings reflect the Tribunal’s management of the proceedings utilizing the dialogic approach. The Tribunal sought to enable negotiation and practical solutions to implementing its order and to give full recognition of human rights. As well, significant portions of the proceedings following the *Merit Decision* were a result of motions to ensure Canada’s compliance with the various Tribunal orders and rulings, (emphasis added).

...

[281] As noted above, I have determined that the Tribunal did not change the nature of the Complaint in the remedial phase. The Tribunal, exercising extensive remedial jurisdiction under the quasi-constitutional *CHRA*, provided a detailed explanation of what had transpired previously and what would happen next in each ruling/decision (See e.g. 2016 CHRT 16 at para 161). In so doing, it was relying on a dialogic approach. Such an approach was necessary considering the scope of the discrimination and the corresponding efforts to remedy or prevent future discrimination. Most importantly, the Tribunal was relying on established legal principles articulated in *Chopra v Canada* (AG), 2007 FCA 268 at para 37 and Hughes 2010 at para 50 (*Merit Decision* at paras 468, 483). I do not agree that the Tribunal did not provide the parties with notice of matters to be determined, (emphasis added).

...

[301] In my view, the procedural history of this case has demonstrated that there is, and has been, good will resulting in significant movements toward remedying this unprecedented discrimination. However, the good work of the parties is unfinished. The parties must decide whether they will continue to sit beside the trail or move forward in this spirit of reconciliation. [302] I find that the Applicant has not succeeded in establishing that the Compensation Decision is unreasonable. The Tribunal, utilizing the dialogic approach, reasonably exercised its discretion under the *CHRA* to handle a complex case of discrimination to ensure that all issues were sufficiently dealt with and that the issue of compensation was addressed in phases. The Tribunal ensured that the nexus of the Complaint, as discussed in the *Merit Decision*, was addressed throughout the remedial phases. Nothing changed. All of this was conducted in accordance with the broad authority the Tribunal has under the *CHRA*, (emphasis added).

[41] Moreover, the above follows the original approach to remedies taken by this Panel in all its rulings.

[42] The Tribunal's powers to make the requested orders are grounded in section 53(2) of the *CHRA*; Rules 1(6), 3(1), and Rule 3(2) of the *Canadian Human Rights Tribunal Rules of Procedure (Proceedings prior to July 11, 2021)*; the Tribunal's implied jurisdiction to control its own processes, the Tribunal's authority under the *CHRA*, its retained jurisdiction on its previous rulings and orders and the dialogic approach affirmed by the Federal Court as explained above. The Tribunal will now turn to the Tribunal's definition of Jordan's Principle included in 2020 CHRT 20 and 2020 CHRT 36 that are part of the applicable legal principles. Further, in 2020 CHRT 20, a decision upheld by the Federal Court in *Canada*

(Attorney General) v. First Nations Child and Family Caring Society of Canada, 2021 FC 969 (CanLII), [2022] 2 FCR 614, this Tribunal stated that:

[89] Jordan's Principle is a human rights principle grounded in substantive equality. The criterion included in the Tribunal's definition in 2017 CHRT 14 of providing services "above normative standard" furthers substantive equality for First Nations children in focusing on their specific needs which includes accounting for intergenerational trauma and other important considerations resulting from the discrimination found in the *Merit Decision* and other disadvantages such as historical disadvantage they may face. The definition and orders account for First Nations' specific needs and unique circumstances. Jordan's Principle is meant to meet Canada's positive domestic and international obligations towards First Nations children under the CHRA, the *Charter*, the *Convention on the Rights of the Child* and the *UNDRIP* to name a few. Moreover, the Panel relying on the evidentiary record found that it is the most expeditious mechanism currently in place to start eliminating discrimination found in this case and experienced by First Nations children while the National Program is being reformed. Moreover, this especially given its substantive equality objective which also accounts for intersectionality aspects of the discrimination in all government services affecting First Nations children and families. Substantive equality is both a right and a remedy in this case: a right that is owed to First Nations children as a constant and a sustainable remedy to address the discrimination and prevent its reoccurrence. This falls well within the scope of this claim, (emphasis added).

[92] Furthermore, as already found by this Panel, Jordan's Principle is a separate issue in this claim. It is not limited to the child welfare program; it is meant to address all inequalities and gaps in the federal programs destined to First Nations children and families and to provide navigation to access these services, which were found in previous decisions to be uncoordinated and to cause adverse impacts on First Nations children and families (see 2016 CHRT 2, 2017 CHRT 14 and 2018 CHRT 4).

[93] Moreover, [t]he discrimination found in the [Merit] Decision is in part caused by the way in which health and social programs, policies and funding formulas are designed and operate, and the lack of coordination amongst them. The aim of these programs, policies and funding should be to address the needs for First Nations children and families, (2017 CHRT 14 at para. 73), (emphasis added).

[94] There is a need to take a closer look at the differences between the FNCFS Program and Jordan's Principle which is not a Program rather it is a legal rule and mechanism meant to enable First Nations children to receive culturally appropriate and safe services and overcome barriers that often arise

out of jurisdictional disputes within Canada's own organization of Federal Programs and within Canada's constitutional framework including the division of powers. (...), (emphasis added).

[96] Moreover, the Panel agrees with Canada that the evidentiary record and findings focus on Federally funded programs, the lack of coordination and gaps within Federal Programs offered to First Nations children and families and that this is also one important aspect of the service analysis under section 5 of the CHRA that Canada was ordered to remedy, (emphasis added).

[99] Jordan's Principle is about ensuring First Nations children receive the services they need when they need them. Jordan's Principle is available to all First Nations children in Canada. Jordan's Principle, as previously ordered by the Panel, applies to all public services, including services that are beyond the normative standard of care to ensure substantive equality, culturally appropriate services, and to safeguard the best interests of the child. In other words, services above the normative provincial and territorial standards account for substantive equality for First Nations children as a result of the entire discrimination found in this case and further clarified in the Panel's rulings especially 2017 CHRT 14 and 35. Those orders bind Canada on or off-reserves. Moreover, Jordan's Principle provides payment for needed services by the government or department that first receives the request and recovers the funds later. A strict division of powers analysis perpetuates discrimination for First Nations children and is the harm Jordan's Principle aims to remedy.

[100] The focus is on the child and is personalized to the child's specific needs to receive adequate services in a timely fashion without being impacted by jurisdictional disputes or other considerations not in line with what the child requires. First Nations children experience those barriers because of race, national or ethnic origin. This is what causes governments and departments to dispute who pays for the service.

#### 2020 CHRT 36 Annex A

6. Urgent cases – Where the child requires urgent assistance or the risk of irremediable harm is reasonably foreseeable, ISC will take positive measures to verbally confirm recognition with the First Nation's Designated Official/Organization. Where applicable, ISC may work with the Jordan's Principle navigator or service coordinator that submitted the request. Where no designation has been made, or where the designated official or organization is unavailable,



the First Nation's Deemed Official(s) may provide verbal confirmation to be followed with written confirmation.

[43] The Tribunal in past rulings has discussed its authority to clarify its rulings and to make further orders to ensure its orders are effective to address the systemic racial discrimination found. The Tribunal continues to rely on its previous rulings.

[44] Moreover, the Tribunal discussed the possibility to refine, clarify orders, if need be, to ensure they effectively compensate the victims (2022 CHRT 41 at para. 269).

[45] This remedial phase requires a complete knowledge and understanding of all the evidence in the record and rulings over the years in this case to properly consider the effectiveness of the Tribunal's orders and their implementation.

#### **IV. Analysis**

[46] The Tribunal finds that the evidence in the motions while large in terms of size does not necessarily compensate its lack of quality. Both Canada and the Caring Society challenge each other on the quality of the evidence put forward and mentioning that there is double hearsay and triple hearsay, a lack of detail and information and new evidence provided in reply as opposed to in chief.

[47] However, section 50(3)(c) of the *CHRA* expressly allows the Tribunal to “receive and accept any evidence and other information, whether on oath or by affidavit or otherwise, that the member or panel sees fit, whether or not that evidence or information is or would be available in a court of law.” As a result, in making decisions under the *CHRA*, it is open to the Tribunal to rely on hearsay or other information, alongside any direct testimony from the parties, victims or other witnesses. While the Tribunal can accept hearsay evidence and other information, the evidence still needs to be weighed appropriately.

[48] On the specific issues brought forward in the motions, the Tribunal is doing the best that it can with the evidence at its disposal on the motions. Unlike the evidence previously filed in relation to Jordan's Principle, the evidence filed in support of this motion is of lower

quality. Some of the missing information and deficient evidence may be cured by the Tribunal's decision to notify the parties prior to its deliberations that, if the Tribunal has questions while it reviews the evidence, the Tribunal may return to the parties. Another way is to rely on the dialogic approach and permit the parties to report back to the Tribunal to answer the Tribunal's questions and/or further clarify and provide additional information to assist the Tribunal in ensuring that its orders to eliminate systemic discrimination are doing just that. The motions are not viewed by this Tribunal as a stand-alone matter. The Tribunal views this as an interim aspect in the continuity of a series of rulings and orders and the dialogic approach to ensure the Tribunal's orders are effective, flexible, creative and informed by the parties' expertise and evidence. The end goal is to ensure the orders of this Tribunal are effective in the long-term and not just in the interim. The interim informs what ought to be adjusted and/or what is working well or not. The interim allows for studies and data collection and parties' views for potential improvements. This was always the case and was repeated multiple times in previous rulings. The Tribunal panel is more concerned about doing it right than being right. This means that the Tribunal panel, as demonstrated in the past, has accepted to clarify and amend, when possible, its orders. The Tribunal, as mentioned above, has followed direction and clarification from the Federal Court on the dialogic approach and complex matters.

[49] Further, this also means that this Tribunal has allowed time for studies to be completed informing the long-term aspect of the reform and has kept the openness and flexibility, as instructed by the Federal Court in *Grover*, to make the required changes to ensure the long-term orders are effective and in the best interest of First Nations children.

[50] A very large amount of evidence has been accumulated in the record over the years and informs the Tribunal's approach and decision-making. This process has been ongoing for over 8 years and this Tribunal panel is committed to see the fruition of all the parties' work and the Tribunal's to achieve long-term reform and finality in these proceedings.

[51] The Tribunal is hopeful that the parties will all continue to consult on long-term solutions to reform Jordan's Principle and will return to the Tribunal, in the near future, to

request final orders that will effectively eliminate the systemic discrimination found and prevent its recurrence.

### **The purpose of Indigenous Services Canada and the improvements under Jordan's Principle**

[52] ISC's legislative mandate is to work collaboratively with partners to improve access to high ISC's quality services for First Nations, Inuit, and Métis peoples. Its vision is to support and empower Indigenous peoples to independently deliver services and address the socioeconomic conditions in their communities.

[53] The Panel recognizes and agrees with Canada that ISC has made fundamental, foundational change towards the ending of systemic discrimination against First Nations children. As detailed below, ISC has established an entire operational sector within ISC to delivery, administer and support Jordan's Principle including an arms-length appeal mechanism to ensure that requests are dealt with fairly and in keeping with the Tribunal's orders.

[54] ISC now determines more requests on an annual and daily basis than ever before.

### **Substantive equality and shift in Jordan's Principle requests**

[55] The Tribunal is quite concerned by the apparent shift in some of the Jordan's Principle requests that is reported by Canada and some of the evidence in the motions record.

[56] There are modeling headshots and gaming consoles that are being paid for under Jordan's Principle. Even if the Tribunal can appreciate their value in a child or youth's culture, dignity, self-regulation, mental health, etc., this was never what the Tribunal envisioned under Jordan's Principle. It is troubling to know that some communities are living in poverty leaving children in precarious conditions and others would use Jordan's Principle to access services a thousand miles away from the normative standard.

[57] Moreover, the Tribunal read in the evidence that a family who needed to be relocated was authorized to buy furniture in a furniture store with no limits on costs. This is not reasonable. The Tribunal appreciates Canada's argument that it is enticing to use Jordan's Principle in this manner."

[58] The Federal Court in *Federal Court in Pictou Landing Band Council v. Canada (Attorney General)*, 2013 FC 342, stated that Jordan's Principle was not open ended:

[116] Jordan's Principle is not an open ended principle. It requires complimentary social or health services be legally available to persons off reserve. It also requires assessment of the services and costs that meet the needs of the on reserve First Nation child, (emphasis added).

[59] The Tribunal not only agrees with the Federal Court on this, it relied on its 2016 Merit Decision. The Tribunal determined that an assessment of programs and services based on the needs of First Nations children needed to be done by Canada.

[60] When the Tribunal removed the eligibility requirement of the normative standard it was well aware that this would bring a large influx of requests given the lack of coordination and multiple gaps in Federal programs. Working towards better coordination and closing gaps while implementing Jordan's Principle was necessary. The Tribunal did not envision only one of the two.

[61] The Tribunal's orders on substantive equality are to ensure that the real needs of First Nations children in a context of intergenerational trauma, colonisation and poverty would be met. The Tribunal heard evidence on the intergenerational trauma effects of residential schools and sixties scoop.

[62] Some First Nations children as a result of the intersection of many contributing health, special education, social, factors may need more services than other non-First Nations children. As discussed in the Tribunal's previous rulings, For example more mental health services than what a province's normative standard may be required., see the Tribunal's previous rulings.

[63] Fetal Alcohol Spectrum Disorder (FASD) is a condition that is frequently seen in First Nations children because of intergenerational trauma. Provinces and territories may not have normative standards that would address the real needs of First Nations children with FASD, thus the need to go above the normative standard.

[64] Remoteness, lack of surrounding services, the lack of free safe drinking water, lack of road access, safe housing, lack of safe schools or special education services and screenings, assessments, and tools that will impact a child's learning abilities are some important examples that impact the needs of First Nations children. The Tribunal cannot provide an exhaustive list.

[65] This is what the Tribunal had in mind when it ordered services to go above the normative standard. This was based on the best evidence in the record and meant to respond to the real needs of First Nations children.

[66] The Tribunal was asked by the parties to define essential services based on needs (See 2020 CHRT 15), not wants, aspirations or anything that could improve well-being without any limit.

[67] The Tribunal finds it is unreasonable to interpret substantive equality in a way that could include just about anything and, at the same time, demand Canada to pay for it and to expedite the process for those requests. This places Jordan's Principle at risk and First Nations children with real pressing needs in jeopardy. This was not the evidence supporting the Tribunal's deadlines for non-urgent services. The Tribunal is not against modeling headshots and gaming consoles under Jordan's Principle if this is justified however, requiring Canada to process all these types of cases in a 48-hour timeline is not what the Tribunal had in mind in 2017. This supports further consultations on the non-urgent timelines under the Tribunal's orders.

[68] Canada had based its definition on the situation of Jordan River Anderson and the Tribunal explained why it was too restrictive.

[69] The Tribunal provided further clarifications in subsequent rulings.

[70] The Tribunal recognized that culture and language were robbed from First Nations as a result of colonisation. The Tribunal recognizes the importance of culture and language as at the core of First Nations identity. However, the Tribunal did not envision that any type of cultural event must now be approved in 48-hours under Jordan's Principle. This impacts the deadlines ordered by the Tribunal. When the deadlines were ordered, the very broad services discussed above were not envisioned.

[71] Under the Back-to-Basics approach, all that is needed is a letter from an elder to access cultural services. Again, this was not properly put before the Tribunal and could not have been considered by the Tribunal as part of its deadline orders.

[72] While it is necessary for Canada to redress the historical harms in culture and languages as a result of colonisation, this was not the Tribunal's focus when it made its deadline orders under Jordan's Principle. The Tribunal wonders if that this could also be done through redirections or referrals under First Nations programming, another education or cultural program or with a transfer of funds to First Nations.

[73] The Tribunal finds this is one of the factors impacting the backlog of Jordan's Principle requests. The Tribunal will also touch on the evidence of false claims under Jordan's Principle services below.

[74] The Tribunal finds it may be beneficial for parties to work on eligibility criteria and timelines for cultural services and the parties will be asked to provide their views on such possible consultations.

### **Clarification of the Tribunal's definition of urgent services**

[75] The parties all agreed that a clarification of the Tribunal's definition of Urgent services would be beneficial and will assist them in moving forward to resolve their divergent opinions on what is urgent and what is not urgent under Jordan's Principle. The Tribunal finds there is a need for clarification given the parties' different interpretations. The Tribunal will return to this point below.

## **Canada's evidence on the causes for the backlog**

[76] According to Canada's affiant Dr. Valerie Gideon, Deputy Minister in the Department of Crown Indigenous Relations and Northern Affairs and former Associate Deputy Minister of the Department of Indigenous Services Canada (ISC), Jordan's Principle requests have grown exponentially since the Tribunal rendered its *Merits Decision*, from 15,887 requests in the 2018-19 fiscal year to 104,193 requests in just the first three quarters of the 2023-24 fiscal year. In accordance with the Tribunal's previous orders, Canada, the First Nations Parties and the Caring Society have successfully raised awareness of Jordan's Principle, resulting in an extraordinary increase in the number of requests. The growth in requests may also be due to needs arising during and after the COVID-19 pandemic, increases in the cost of living and public safety emergencies such as wildfires. Despite the substantial growth and efficiency of ISC's Jordan's Principle operations ISC has been unable to maintain strict compliance with the timelines set out in the Tribunal's Jordan's Principle decisions.

[77] The Back-to-Basics Approach has resulted in the redirection of requests into Jordan's Principle and the misclassification of Jordan's Principle requests as urgent. This has added to and complicated a backlog of correspondence and requests.

[78] In the current circumstances, including ISC's inability to reassign potentially miscategorized urgent requests to a lower level of priority, the only practical way for ISC to manage urgent requests is to consider them in the order in which they were received. With ISC determining an average of 386 requests per day, it is not feasible from ISC's perspective, to both triage and determine urgent requests, based on individual or group circumstances, within 12 or 48 hours, while continuing to process non-urgent requests.

[79] ISC approved 1,593,787 products, services and supports through Jordan's Principle in the first three quarters of the 2023-2024 fiscal year, compared to 140,332 products, services and supports in the entire 2018-19 fiscal year, demonstrating exponential growth. Due to this increase, ISC has added over 400 additional full-time-equivalent staff to Jordan's Principle since 2018, and has implemented and enhanced the Jordan's Principle Case

Management System to accelerate data entry and processing. ISC now determines more requests on an annual and daily basis than ever before. Between July 2016 and January 31, 2024, more than 4.4 million products, services and supports have been approved under Jordan's Principle by ISC. ISC has seen an exponential growth in the volume of Jordan's Principle requests it has determined since 2018.

[80] The range of approved expenses has shifted notably from Jordan's Principle's initial trend of requests related to health and education, to socioeconomic supports like groceries and rent payments, mortgage payments, requests for new homes and renovations, as well as items such as personal vehicles and recreational requests such as sports camp fees. This has contributed to an increased complexity of Jordan's Principle requests and processing times. Case managers must be able to properly determine a wide range of products, services and supports without the benefit of standardized operating procedures or a pre-determined list of eligible products, services and supports.

[81] Dr. Gideon's evidence, corroborated by Candice St-Aubin's evidence, is that there has been a significant increase in correspondence and requests to ISC's Jordan's Principle operations.

[82] The Panel accepts that this evidence, while not sufficiently detailed to attribute the percentage growth to each cause, partly explains the exponential growth of Jordan's Principle. Exponential growth is not surprising to the Tribunal who found that the number of cases is linked to the definition and eligibility criteria (2017 CHRT 14). In 2020, the Tribunal expanded the eligibility criteria to include First Nations children recognized by their First Nation. This was challenged by Canada at the Federal Court. The Federal Court upheld the Tribunal's decision. The Tribunal believes that this also impacts growth.

[83] Canada has advised the Tribunal that it does not retrieve funds from provinces and territories for Jordan's Principle even after the services have been approved. The Tribunal believes this may be another factor for the exponential growth given that provinces may be more inclined to refer children and families to Jordan's Principle if they have no financial part to play in this. Because this hypothesis was not advanced by the parties and is not part of



the evidence, the Panel does not base its decision on this point. However, it is yet another example of factors influencing growth of requests.

[84] Dr. Gideon's evidence is that in about 2018, ISC developed Standard Operating Procedures (SOPs) in response to concerns highlighted by the Caring Society in the context of the parties' discussions at the Jordan's Principle Oversight Committee (later renamed the Jordan's Principle Operations Committee). The SOPs, an evergreen document, communicated standard processes for review, processing and reporting of all Jordan's Principle requests. The comprehensive approach to the development of the SOPs took into account comments and recommendations from key stakeholders including: Regional focal points, First Nations Child and Family Caring Society, Assembly of First Nations, Chiefs of Ontario and Nishnawbe Aski Nation.

[85] All ISC employees responsible for Jordan's Principle were required to adhere to the SOPs and report on deviations.

[86] However, the Tribunal finds that another significant and plausible cause for an influx of Jordan's Principle requests is the Back-to-Basics policy that was developed by the Caring Society and was implemented by Canada in 2022.

[87] The parties agreed in 2021 that ISC would adopt a Back-to-Basics Approach worksheet, codeveloped by Canada and the Caring Society, with comments from the AFN and ISC implemented in early 2022. The Back-to-Basics Approach replaced the SOPs pending a final agreement on a long-term approach for Jordan's Principle.

[88] The AFN expressed some reservations on the Back-to-Basics policy and disputes the fact that it was co-developed with them.

[89] The Back-to-Basics Approach was meant to reduce any administrative burden on families seeking support through Jordan's Principle, until the parties agreed to a final settlement on a long-term approach for Jordan's Principle. Pursuant to the Back-to-Basics Approach, ISC's operational model takes the following approach:

ISC starts with a presumption that substantive equality applies when a request is submitted;

ISC does not deny requests on the basis of a normative standard;

ISC's determination of requests centers on the needs and best interests of the child, including consideration of distinct community circumstances; and

the inclusion of costing information with the request is not required and there are no predetermined caps on the cost of a product, service or support.

[90] Canada asserts that the Back-to-Basics Approach has led to requests for services accessible through existing government programs being directed instead to Jordan's Principle. Back-to-Basics, read with the Tribunal's Jordan's Principle decisions, situates Jordan's Principle as a preferred and accessible option for requests for funding for services for First Nations children that may otherwise be available and accessible under other government programs. Back-to-Basics' minimal documentation requirements, individual needs-based approach for each individual child, rapid determination timelines, and prohibition against clinical case conferencing are factors that make Jordan's Principle a particularly attractive option, even when accessible government services already exist. The government department of first contact must pay for the services without engaging in administrative case conferencing or service navigation. Therefore, ISC is not permitted to redirect requestors to existing accessible services, even when that service is available in First Nations communities or through an existing approved group request administered by First Nations partners and community organizations via a contribution agreement with ISC. Redirection into Jordan's Principle may also result in ISC duplicating funding in some instances, because ISC cannot navigate requestors to existing programs such as Non-Insured Health Benefits, on-reserve income assistance or education programming. Being unable to redirect requestors to existing accessible services contributes to the backlog for Jordan's Principle correspondence and requests. Instead of determining requests that require products, services or supports through the Jordan's Principle initiative, ISC must spend time servicing requests that could be addressed through other programs.

[91] The Tribunal finds that it is understandable that families would turn to Jordan's Principle to seek help and access services, especially since the Tribunal found gaps, delays

and denials that amount to systemic discrimination and approved a settlement agreement for compensation for this racial systemic discrimination amongst other systemic discriminatory practices. The Tribunal, in 2017, stated that Jordan's Principle would be the most effective means to eliminate discrimination until the long-term reform is completed.

[92] The Tribunal has cautioned more than once to avoid separating the orders from the findings that led to the orders and has ordered Canada to close gaps as well as coordinate its federal programs to ensure the children do not experience gaps, delay and denials in services. The elimination of the lack of coordination and the elimination of the rest of the systemic discrimination and the Jordan's Principle orders were meant to work together. The Tribunal's plan and previous orders took into consideration that if programming coordination was improved and gaps were assessed and closed, this would assist children and families. This is what the Tribunal found in the evidence and that informed some of its findings.

[93] Aside from the unintended consequences related to substantive equality referred to above and the false claims that will be discussed below, the Panel appreciates that it may very well be appealing to many given the findings of numerous reports in the record (Auditor General, INAC internal reports) that led to the Tribunal making findings of gaps in services and a lack of coordination in Federal Programs offered to children. For example, the Tribunal heard evidence as part of the hearing on the merits that a Federal program funded a wheelchair for a First Nation child without considering the child's growth and needs as part of their eligibility criteria. The eligibility criteria did not consider that the child would eventually outgrow the chair before the child would become eligible for another chair under the programs' eligibility criteria. The Tribunal was provided with ample evidence to find that Health Canada and First Nations Health Indigenous Branch (FNHIB) fell short in situations for First Nations children and families.

[94] The list of programs found at page 11 of the AGC's reply submissions includes the names of the programs and other information. While the Tribunal does not dispute that there are other Federal programs that may cover some of the Jordan's Principle requests, the evidence in this case is that they are often too restrictive and narrow and result in gaps and denials. For example, the first program listed at page 11 is dental services. This has been a

significant issue in the evidence leading to the findings in this case. The Tribunal heard evidence of children diagnosed for and who should have received orthodontic services and were still denied services under the program. While their condition was listed as a criteria for eligibility under the federal program, children were still denied services under FNHIB program and even under Jordan's Principle prior to the Tribunal's rulings. The Tribunal also heard evidence that emergency dental services needed to be pre-approved which defeats the purpose of an emergency service. The Tribunal found that the rationale for denials was not based on the best interest of children.

[95] The same can be said about mental health and medical supplies listed on page 11. The Tribunal has discussed this subject at length in previous rulings. All the listed services on page 11 are part of FNIHB. The Tribunal found that First Nations children were adversely affected by the denials and gaps including in the FNIHB program. The Tribunal does not have sufficient evidence or information to make a finding that the listed program and services eligibility criteria have been improved and no longer adversely affect children.

[96] The AGC may overestimate the eligibility and responsiveness of the other federal programs because this is not what the Tribunal has heard in these proceedings over the years and this is why Jordan's Principle has been so needed. A full analysis of the programs and what they cover in order to adequately determine what are the real gaps is necessary and the Tribunal believes is underway under the IFSD. While the timing of the study is much later than the Tribunal expected, this is still a positive development. The Tribunal agrees that if there are safeguards in place, referrals to other federal programs could be made if children are eligible.

[97] The Tribunal will return to this point in much greater detail in the coordination section below.

[98] This said, the Tribunal finds there is an immediate need for a shift in Canada's practice as it will be explained below.

[99] The Tribunal agrees with Canada and finds that the Back-to-Basics approach to implementation of the Tribunal's orders, agreed to by the parties in 2021 and implemented

in early 2022, has had unintended consequences on Canada's capacity to effectively triage matters and provide support for those individuals facing more serious circumstances.

[100] Dr. Gideon's evidence establishes that the Back-to-Basics Approach also changed how ISC intake officers identify requests as urgent or not. Under the Standard Operating Procedures (SOP) previously in place, urgency was based on an initial assessment by the regional focal point, and urgent requests were defined as "a child requires urgent assistance, is in palliative care, or a risk of irremediable harm is reasonably foreseeable."

[101] Pursuant to the Back-to-Basics Approach, however, the intake officer is required to accept the requestor's identification of the request as urgent and is not permitted to reassign the request to a lower level of urgency notwithstanding the circumstances. Under the Back-to-Basics Approach, the classification of urgent requests has expanded to include requests that do not align with what the Tribunal originally intended.

[102] The Tribunal agrees with Canada and the AFN that the importance of prioritizing and urgently determining a request for a child in palliative care, who may suffer adverse impacts should they not receive medical products, services or supports as soon as possible, is clear. However, it is difficult to imagine that there is a serious and immediate risk to a child should ISC take longer than 12 hours, or even 48 hours, to determine requests received in the summer for school supplies, hockey equipment and winter gear. Several examples of requests identified as urgent can be found in Dr. Gideon's revised affidavit dated March 28, 2024, for example: Laptops, desktop computers, printers, Zip line kit, Modeling headshots, lawnmower, Outdoor play structures, trampolines and playgrounds, Social/recreational activities (e.g., movie passes, museum tickets, fair tickets, gym memberships).

[103] The Caring Society cautions the Tribunal to place little weight on these examples given the lack of context. Taking a categorical approach as opposed to a needs-based approach grounded in substantive equality risks failing to meet the unique needs of unique First Nations children.

[104] Dr. Blackstock, in her reply affidavit, sets out a clear example of when a categorical approach can have devastating consequences:

I have previously raised the dangers of dismissing items as ineligible on their face with ISC, and with Dr. Gideon in particular, after ISC denied requests for a backpack, generator, fridge, and other items recommended by a physician for a child in Walpole Island. The child had cystic fibrosis. The generator and fridge were to store medication that required reliable cold storage. The backpack and laptop were for her to participate in schools. [...] The child tragically passed away without the requested services ever being approved. Dr. Gideon commissioned a review of this tragic case when she was Assistant Deputy Minister responsible for Regional Operations at the First Nations and Inuit Health Branch at ISC.

[105] The Tribunal entirely agrees that a needs-based approach is necessary and that the example above is a relevant yet sad example. Another important point is the fact that the request was made by a physician and was still denied.

[106] However, the same cannot be said about the other examples mentioned above. The Caring Society also raised a few examples that appear different with added context, some of which will be discussed in the social prescription section below. However, many of their examples would not justify a 12-hour or 48-hour urgent timeline. For example, even with added context such as poverty, compliance with city bylaws, etc. the need for a lawn mower, could never justify as an urgent need and is questionable for a deadline compliance of 48-hours under non-urgent requests. The Panel does not see these types of needs as urgent requests.

[107] Moreover, while Annex A to Candice St-Aubin's revised affidavit dated March 28, 2024, does not provide sufficient information to determine the entire situation of the listed cases, the Tribunal disagrees with the Caring Society's position that the Tribunal ought to give it little to no weight. The Tribunal finds that while it is insufficient to determine requests or establish the merits of an approval or denial or the substantive equality analysis, a number of important aspects can be found useful to support a trend in ISC's responses. The Tribunal has no reason to doubt the veracity of what is included in Annex A. Annex A appears like a login type of chart prepared by staff on a daily basis with summaries of decisions and updates in numerous cases.

[108] The information in Annex A, allows the Tribunal to find that many cases involving a lack of supporting documentation for the request were the reason for causing delays in approvals.

[109] Further, the Tribunal finds that several cases of requests that were deemed urgent by the requestors or the Caring Society were not deemed urgent in ISC's perspective.

[110] The Tribunal found at least one case where ISC was unable to reach the requestor even when calling multiple times.

[111] The Tribunal found at least one case where the requestor was reported admitting that they did not contact ISC for their request.

[112] The Panel agrees with Canada that many of the examples, some mentioned above, do not involve circumstances where the child had a need for a product, service or support within either a 12-or 48-hour timeframe.

[113] This means that potentially no education supports would fit in that urgent category. Moreover, in social services, examples of urgent needs are children at risk of being removed from their families that same day would be considered urgent or caregivers fleeing domestic violence with their children because of an immediate threat. Similarly, children or youth with an imminent plan to commit suicide would also be considered urgent. It is impossible to list all the different situations here or to determine an exhaustive list.

[114] The Panel also agrees that these examples above demonstrate that, following the implementation of the Back-to-Basics Approach, a significant number of “urgent” requests likely do not meet objective criteria for the identification of urgency. Miscategorized “urgent” requests pose a significant challenge to the overall administration of Jordan’s Principle, as they may be prioritized over other urgently needed requests.

[115] Canada is interested in working with the parties to enable the identification of objectively urgent requests, to ensure that those that are objectively most urgent are actioned first. The Panel agrees and is open to hear any reasonable suggestion as part of the parties’ negotiations as part of their development of objective criteria for urgent.

[116] Canada's evidence demonstrates that since the implementation of the Back-to-Basics Approach, there has been an immediate and rapid increase in "urgent" labelled requests. Urgent requests grew by over 900% between the 2021-22 and 2022-23 fiscal years, compared to non-urgent requests which only grew by 88%. The number of urgent requests has continued to increase at a pace far greater than that of non-urgent requests. Due to the increased number and complexity of requests, most of which have arisen since the introduction of Back-to-Basics, a backlog has developed. As a result, ISC must reconsider how best to ensure that First Nations children's ongoing needs can be determined, with a particular focus on those whose individual circumstances are truly and objectively urgent. What is key to addressing the existing backlog is that any definition of "urgent" embraces the spirit and intent of the Tribunal's order in 2017 CHRT 35, wherein objectively urgent requests receive swift attention.

[117] ISC agrees with the Panel Chair and the AFN that when setting timelines for processing Jordan's Principle requests, "urgent meant urgent". ISC also agrees with the AFN that high priority, objectively urgent requests involve life-threatening, life-limiting or life-altering needs.

[118] The AFN submits that the importance of prioritizing and urgently determining a request for a child in palliative care, who may suffer adverse impacts should they not receive medical products, services or supports as soon as possible, is clear. However, it is difficult to imagine that there is a serious and immediate risk to a child should ISC take longer than 12 hours, or even 48 hours, to determine requests received in the summer for school supplies, hockey equipment and winter gear.

[119] Pursuant to the Back-to-Basics Approach, however, the intake officer is required to accept the requestor's identification of the request as urgent and is not permitted to reassign the request to a lower level of urgency notwithstanding the circumstances. Under the Back-to-Basics Approach, the classification of urgent requests has expanded to include requests that do not align with what the Tribunal originally intended.



[120] Canada further adds that, to ensure the best interests of First Nations children are met in a proper and timely way, Canada requires the ability to reassign the priority of requests to meet the most objectively urgent needs. The Tribunal agrees that this is necessary.

[121] Canada submits that while recognizing that requestors may be in the best position to identify a subjectively urgent request, presently, under the Back-to-Basics Approach, ISC may not re-assign the request to a lower level of urgency. Canada treats all self-identified urgent requests with the same level of priority. This is of great concern to the Panel and was not the intent of the Tribunal's orders. The Tribunal agrees with Canada further that to ensure the best interests of First Nations children are met in a proper and timely way, Canada must have the ability to reassign the priority of requests to meet the most objectively urgent needs.

[122] Dr. Gideon's evidence shows that from a sample of 31,258 urgent requests between January 1, 2022 and December 31, 2023, ISC identified 5,800 (18.5%) requests which were likely misclassified as "urgent" following the implementation of the Back-to-Basics Approach.

[123] Canada submits that notwithstanding the backlog, those First Nations children with urgent needs continue to receive products, services and supports that they need. ISC has made and will continue to make every effort to ensure the safety and protection of each and every First Nations child in a culturally safe and appropriate manner informed by experts and especially First Nations.

[124] While this may be true, this does not account for all the potential urgent requests that may be found in the backlog of unreviewed and unopened requests.

[125] Canada's evidence shows that, with the increased volume of requests and follow up correspondence, ISC is experiencing backlogs in:

reviewing incoming email correspondence; and determining requests which have been entered into the Jordan's Principle Case Management System.

[126] Furthermore, Canada's evidence shows backlogs in email correspondence and requests awaiting determination vary at any given time and across regions. Overall, approximately 55% of backlogged correspondence in Jordan's Principle general request inboxes are new requests, while approximately 45% are other correspondence related to existing requests. All regions report a steep and continuing increase in volume of requests. Most regions have noted a further increase in volume following implementation of the Back-to-Basics Approach in 2022 and a growing public awareness of Jordan's Principle.

[127] As set out in the Tribunal's order in 2017 CHRT 35, ISC must determine requests on the following timelines:

- 12 hours for urgent individual requests;
- 48 hours for all other individual requests;
- 48 hours for urgent group requests;
- and 1 week for all other group requests.

[128] Canada agrees with the Caring Society that ISC has been unable to maintain compliance with these timelines for reasons that include the increased volume. Canada has developed and is implementing operational initiatives to address this issue.

[129] ISC's analysis demonstrates that its timeline compliance rate declined following the implementation of the Back-to-Basics Approach. ISC's timeline compliance rate has been negatively affected by the increase in volume of requests (both urgent and non-urgent) and increase in the rate of urgent requests. For example, between the first quarter of the 2022-23 fiscal year and the third quarter of the 2023-24 fiscal year, the number of determined requests increased from 21,918 to 34,877 and the rate of urgent requests increased from 2% to 26%.

[130] During that same timeframe, ISC's compliance rate decreased from 41% to 29%.

[131] Notwithstanding declining timeline compliance, ISC submits that they determine the majority of requests without unreasonable delay. For the first three quarters of the 2023-24 fiscal year, 62% of all requests were determined in a 15-day timeframe, while 70% of all requests were determined within 30 days. The Panel finds that this also means that 30 % of all requests wait for more than a month.

[132] During cross-examination, when asked by AFN counsel Kassis, Ms. St-Aubin could not speak to the other 30% of requests that were determined in more than 30 days.

[133] Candice St-Aubin, Senior Assistant Deputy Minister in the Department of Indigenous Services Canada (ISC), First Nations and Inuit Health Branch (FNIHB), asserts that the Tribunal's timelines imposed in 2017, were not based on objective evidence such as standardized child welfare service timelines or standard claims processing industry timelines. Given the significant evolution and expansion in the number and complexity of requests stemming from the Tribunal's orders in relation to Jordan's Principle, the initial timelines are not realistic.

[134] The Panel reiterates that the timelines were not imposed but agreed on consent of all the parties including Canada, so this assertion is simply not true. Moreover, Candice St-Aubin's assertion that the timelines were not based on objective evidence is also incorrect. Ms. St-Aubin, when asked questions by the Panel Chair, showed that she had limited knowledge of the Tribunal's rulings and evidence that led to the Tribunal's findings. The Panel finds it peculiar that Ms. St-Aubin would refer to standardized child welfare service when most urgent requests envisioned by the Panel are health related. Moreover, even Canada refers to terms like palliative care and medical products, services or supports as opposed to summer camps, school supplies, hockey equipment and winter gear. Many Jordan's Principle findings were supported by evidence that were health related and that involved Health Canada, FNIHB and ISC. The Tribunal's interim 2019 CHRT 7 relied on medical evidence which led to the term life-threatening, a term that even ISC uses in its submissions and evidence.

[135] As it will be demonstrated below, Ms. St-Aubin was successfully challenged by the Caring Society on the standardized child welfare and industry points during cross-examination.

[136] The Caring Society contends that to the contrary, the evidence led by the Caring Society and Ms. St-Aubin's admissions on cross-examination demonstrate that ISC's proposed changes are unjustified. Canada argues that the Tribunal-ordered determination

timelines should be modified as they were not based on objective evidence such as child welfare standards.

[137] However, the Caring Society further submits this argument ignores the evidence that Canada's own senior official gave in 2017. It also fails to note that child welfare standards do not support Canada's approach to timeframes for determining urgent cases.

[138] First, contrary to the assertion in Ms. St-Aubin's revised affidavit dated March 28, 2024, the current CHRT timelines were based on the evidence of Robin Buckland, a senior ISC official.

[139] Ms. Buckland was cross-examined during an earlier stage of this proceeding, in February 2017. Notably, she advised that ISC sought to deal with urgent cases within 12 hours. In general, however, Ms. Buckland's evidence on her cross-examination demonstrates that, prior to the Tribunal's orders in 2017 CHRT 14 and 2017 CHRT 35, ISC's service standards were to determine:

- a. Urgent individual cases within 12 hours, non-urgent individual cases within 5 days, and cases "outside the normative standard" within 7 days; and
- b. Large group requests within 7 days, though in reality it was closer to 14 days.

[140] Ms. St-Aubin was unaware of Ms. Buckland's evidence in these proceedings. During her cross-examination, Ms. St-Aubin admitted that she was not aware that it was the First Nations and Inuit Health Branch's practice to try to deal with urgent Jordan's Principle cases in 12 hours. Nor was she aware that Ms. Buckland's evidence was that ISC's voluntarily adopted non-urgent service standard for Jordan's Principle was 5-7 days. Given that Ms. St-Aubin was unaware that Canada's own evidence informed the Tribunal-ordered timelines, the views on the appropriateness of the Tribunal-ordered timelines expressed in the St-Aubin revised affidavit should be given little weight.

[141] Second, Ms. St-Aubin criticizes the Tribunal's timeline as "not based on objective evidence" such as standardized child welfare service timelines or standard claims processing industry timelines ("child welfare standards"). However, the present timelines are indeed aligned with, and supported by, many child welfare standards, while Canada's

suggested timelines ignore the very same objective evidence it sought to use to undermine the Tribunal's timeline. Numerous child welfare standards support prompt action to address urgent situations, with the majority requiring action within 24 hours, rather than the longer 48-hour (for individuals) and one-week (for groups) periods that Canada now seeks.

[142] This is the rationale that the Panel used to arrive at its urgent timelines. The Parties subsequently agreed to the same timelines on at least two occasions namely, 2017 CHRT 35 and 2020 CHRT 36.

[143] The Panel agrees with the Caring Society on this and rejects Ms. St-Aubin's evidence on these points.

[144] The Tribunal found that the evidence supported an order for an Independent Appeals process for Jordan's Principle with an Independent Committee composed of health professionals and other professionals that can review denials of Jordan's Principle requests (see 2019 CHRT 7 at paras.55 and 75). Canada's evidence shows that in the 2022-23 fiscal year, 1,258 appeals were determined under the new appeals process 59% of the determinations under appeal were overturned by the Chief Science Officer, on recommendation of the Appeals Committee. Between April 1 and December 31, 2023, 625 appeals were determined, with 46% of those determinations overturned by the CSO, on recommendation of the Appeals Committee. This illustrates the Panel's point well.

[145] Canada has submitted that in the current circumstances, including ISC's inability to reassign potentially miscategorized urgent requests to a lower level of priority, the only practical way for ISC to manage urgent requests is to consider them in the order in which they were received.

[146] Canada points to their factum dated May 24 for the point that triaging self-identified urgent requests is not feasible, given the current volume of urgent requests and the 12-hour timeline. They submit that the answer is not to create categories of urgency, thus adding a further layer of complexity and decision-making to request administration. Instead, ISC must be able to easily identify and prioritize objectively urgent requests. While the Panel agrees with ISC on most of this assertion, the Panel disagrees that this distinction cannot be done.

Canada itself mentions the complexity of the requests and the need for attention to each one with some requiring escalation and discussion and that each First Nations child is deserving of and receives individual consideration, taking into account their distinct needs and circumstances. Canada requests the Tribunal to allow them to reassign a request labelled urgent to a lower level of priority if it the ISC staff believes it is not urgent.

[147] The Panel agrees that Canada ought to be allowed to do this and this exercise will need a minimum of assessment from the ISC staff allowing for an immediate and 12-hour triage with the benefit of objective criteria. The Panel is open to hearing the parties' negotiated solutions.

[148] Canada strongly supports an approach in which the parties co-develop objective criteria to identify urgent Jordan's Principle requests. Co-development is consistent with Canada's approach to reconciliation with Indigenous people and ensures a focus on solutions. Co-developed solutions also reduce the risk that any one party's proposal would have adverse unintended outcomes. The Panel agrees that this co-development is needed.

[149] The Panel is open to hearing the parties' negotiated solutions.

[150] The Tribunal agrees with Canada and further finds there is a need to develop objective criteria to be used to identify requests, for example those requests for products, "urgent" Jordan's Principle services and supports directly linked to the needs of a First Nations child who requires urgent medical assistance or is at risk of reasonably foreseeable irreparable harm as it will be explained below. No one opposes this.

[151] The Tribunal in accordance with the dialogic approach in this case and recognized by the Federal Court and pursuant to section 53 (2) (a) of the *CHRA* and the Tribunal's previous Jordan's Principle orders and retained jurisdiction, orders Canada to consult with the parties in the manner of their choice (mediation, conflict resolution, negotiations, etc.) with the goal to arrive at consent order requests if possible and if not, with options for orders supported by rationale and available evidence and to report back to the Tribunal by January 9, 2025. The FNLC may only participate on consent of all the parties. The parties' consultations will include but are not limited to the following aspect:

[152] • Parties will seek to co-develop objective criteria to be used to identify urgent Jordan's Principle requests by January 9, 2025.

[153] Furthermore, the parties will also include in their consultations, all the Tribunal's consultation orders found below.

[154] The Tribunal, on consent of the parties has determined two levels of urgent services in 2020 CHRT 36, referred to above:

1. urgent cases involving reasonably foreseeable irremediable harm (requiring immediate response); and
2. the other urgent ones requiring action within 12 hours (see 2020 CHRT 36 Annex A).

[155] This urgent Jordan's Principle timeline is not meant to replace 911 or paramedics or other emergency services.

[156] The Tribunal confirms that "life threatening cases", and cases involving end-of-life/palliative care, risk of suicide, risk to physical safety, no access to basic necessities (the Tribunal orders that this must be defined by the parties as part of their consultations on objective criteria to be used to identify urgent Jordan's Principle requests), or risk of entering the child welfare system are urgent. The Tribunal has also been clear that the "time-sensitive nature" of a case could also make it urgent. Some life-threatening situations may require immediate response while others may require a timely response.

[157] The Tribunal agrees with the Caring Society that urgent must include caregivers and children fleeing from domestic violence in the definition of other urgent cases requiring action within 12 hours. Cases of domestic violence involving children already forms part of the Tribunal's evidentiary record. Canada was cautious to redact identifying information. Moreover, while other services such as shelters for people fleeing domestic violence may best respond to the immediate needs of the caregivers and children, the Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, vol 1 a, (MMIWG report) also states that some shelters may not accept those who also have mental health issues or addictions and that gaps and delays exist at the community level:

For example, according to the most recent Statistics Canada Transition House Survey, there were 627 shelters for abused women operating across Canada on a snapshot on April 16, 2014. On that day, 338 women and 201 accompanying children were turned away from shelters. In 56% of these cases, the reason for being turned away was a lack of space, though other

reasons included drug and addiction issues, and mental health issues, (MMIWG report), p.575, volume 1 a. (...) In other cases, witnesses testified about how there weren't enough services, or they didn't know how to navigate them, which forced some people to stay in unsafe situations. Josie Nepinak explained that in 2015–16, 16,359 women were turned away from shelters in Alberta and, of these, 65% identified as Indigenous women.<sup>127</sup> Sandra Montour, the executive director of Ganohkwasra Family Assault Support Services in Ontario, likewise talked about how a lack of services for Indigenous women and children experiencing violence means that they are often turned away or forced to wait sometimes for months in order to get services.

Our women's community counselling program has 20 to 30 women waiting every single month. Our men's counselling program, Saho'nikonrí:ione, "his mind has been healed," that has a waiting list usually about anywhere from 15 to 20. Our children's program, Gaodwiyá:noh, they have a waiting list usually in the 20s and 30s. We cannot keep up. And this has been like this for years. I lay awake at night and I worry about losing our people to death as they're waiting on our waiting list, (MMIWG report at p.576).

[158] The MMIWG report is in the Tribunal's evidence and was relied upon by this Tribunal in previous rulings. The Tribunal finds this report relevant and reliable. Moreover, Canada accepted the report.

[159] The Tribunal appreciates that other social programs at the federal, provincial and community levels may be available and responsive to caregivers and children fleeing domestic violence and ISC may be able to assist and refer them to those existing services.

[160] However, this requires an understanding of the services that are available in the community or elsewhere and the gaps in services. Jordan's Principle services should bridge some of those gaps. A simple referral because a list of other services exist may not be responsive to the children's needs.



[161] The Tribunal orders Canada to consult with the parties and seek to co-develop objective criteria and guidelines for these cases as part of their consultations on objective criteria to be used to identify urgent Jordan's Principle requests.

[162] The Tribunal agrees that a child with no access to food or other basic necessities is considered an urgent case requiring action within 12 hours. The Tribunal also agrees that once food or other basic necessities have been provided it is appropriate to refer the family to other non-discriminatory services and, if the services include barriers, to eliminate those barriers. The Tribunal orders Canada to consult with the parties and seek to co-develop objective criteria and guidelines for these cases as part of their consultations on objective criteria to be used to identify urgent Jordan's Principle requests and report back to the Tribunal by January 9, 2025.

[163] The Tribunal accepts Canada's evidence that there are other services meant to support fire evacuations but Jordan's Principle may still be engaged. However, a clear coordination between Jordan's Principle and the other services ought to be established. In other words, referrals to other services are acceptable if the services are culturally appropriate, timely, effective and address needs in a meaningful way. The Tribunal accepts that a request could be multifaceted involving some aspects under Jordan's Principle and other aspects under other emergency response services.

[164] The Tribunal agrees that an entire region such as British Columbia experiencing tragedies such as emergency fire evacuations should not use Jordan's Principle as a first resort when other effective mechanisms and services are available. This being said, some requests may qualify under Jordan's Principle.

[165] Therefore, the Tribunal orders Canada to consult with the parties and to seek to co-develop guidelines on this coordination aspect and on how to triage and respond to the multifaceted requests that also involve Jordan's Principle aspects as part of their consultations on objective criteria to be used to identify urgent Jordan's Principle requests and report back to the Tribunal by January 9, 2025.

[166] The Tribunal agrees that bereavement is a sacred time for First Nations children and that the passing of a parent, sibling or close relative can be particularly traumatic. The Tribunal agrees that in some cases urgent services may be required and in other cases it may be time sensitive (more than 12 hours) but not urgent. The Tribunal also recognizes that cultural ceremonies of many forms are important services in line with substantive equality and also agrees with the AFN that all types of ceremonies should be considered, not only potlaches. The Tribunal agrees that First Nations children who lose a parent face numerous life-altering risks and may need Jordan's Principle services even in the absence of a child welfare removal. The Tribunal will review the objective criteria to be used to identify urgent Jordan's Principle requests developed by the parties and will revisit this request at that time.

[167] The Tribunal confirms that Canada is not bound by the Back-to-Basics policy under the Tribunal's orders and clarifies that some of the main aspects are in line with the Tribunal's orders and some are not. For clarity, the Tribunal does not discuss every aspect of the Back-to-Basics policy, only some that stand out.

[168] Aspects that are in line with the Tribunal's orders: presumption of substantive equality\*, supporting documentation kept minimal\*\*, and professionals identifying urgent cases. (However, the Tribunal orders Canada to consult with the parties and seek to co-develop objective criteria to determine who is a qualified professional with relevant competence and training as part of their consultations to develop objective criteria to be used to identify urgent Jordan's Principle requests and report back to the Tribunal by January 9, 2025).

[169] The Tribunal clarifies the above should be maintained.

[170] \* A presumption of substantive equality is a means to break down accessibility barriers and remove burdens on requestors of having to prove how their requests meet the substantive equality test. The Tribunal has no intention to deny ISC's right of rebuttal or say in assessing the requests.

[171] \*\* While documentation should be kept minimal, this does not mean that it is unreasonable to request some supporting documentation. The higher the complexities or costs the more reasonable it is to require supporting documentation.

[172] Aspects that are not in line with the Tribunal's orders:

- Self-declaration of urgent cases when no health or other qualified professional is involved (the Tribunal will revisit this once the parties have defined the terms “qualified professional” as they co-develop objective criteria to be used to identify urgent Jordan's Principle requests).
- Canada's interpretation that there is no possibility of re-classifying an urgent case as a non-urgent case.
- The requirement that once identified, every request must be dealt with in the same way with zero flexibility for escalating matters whose facts, on their face, could justify increased attention.
- The inability of ISC to prioritize matters.

[173] The Tribunal clarifies the above should be eliminated.

### **Processing of requests and Addressing the backlog:**

[174] Dr. Gideon's revised affidavit evidence clearly describes the Jordan's Principle requests' Intake Process. The Tribunal accepts her evidence as reliable generally and on this point.

[175] When Jordan's Principle was initially implemented in 2016, requests were submitted through email and fax only. General inquiries, initial contacts and Jordan's Principle requests may now be received by ISC in one of the following ways:

- a. by phone call to the National Call Centre; or
- b. by phone call, fax or email to an ISC regional office, often referred to as a “regional focal point;” or
- c. through a “service coordinator” (a First Nation or First Nation organization funded by Canada to assist requestors in making group or individual requests).

[176] ISC uses the Jordan's Principle Case Management System to process and approve all requests submitted under Jordan's Principle and Inuit Child First Initiatives, as well as to submit approved requests to its financial SAP program for the purpose of issuing payment.

[177] ISC staff use the Jordan's Principle Case Management System to provide 24 hours a day, 7 days a week critical services to Indigenous children in response to requests submitted by email, phone, fax and mail.

[178] In February 2018, ISC announced the creation of Jordan's Principle 24/7 bilingual National Call Centre (Call Centre). The Call Centre is currently staffed by employees including a manager, supervisor, quality assurance staff, a technical specialist, and call agents, who are scheduled 24/7. ISC has also brought in contracted call agents from time to time, to supplement services when required (for example, during the Public Service Alliance of Canada labour disruption in 2023).

[179] The Call Centre is intended to provide support and assistance to requestors in making their requests, but Call Centre agents do not determine requests. Requestors receive one-on-one service through the Call Centre, where call agents work with the requestor to complete their requests. After a request is received via the Call Centre, it is transferred to the ISC regional focal point for determination.

[180] Other than submitting a new request or seeking a status update on an existing request, callers may not know exactly what products, services or support they want to request through Jordan's Principle to meet the child's needs. Since requests can involve multiple components, call agents often engage in lengthy conversations to help callers identify the child's needs, including providing information on the available supports in their region and general information about Jordan's Principle.

[181] The Call Centre has designated overnight call agents. Outside of regular business hours, if a case is urgent or a consult is required, a national on-call designated decision maker is available to make a determination. When a request falls outside the Call Centre's scope (being intake, information and possible updates), callers are redirected to the appropriate regional focal point.

[182] While urgent requests for products, services and supports may be submitted via the Call Centre, the Call Centre is not intended to provide emergency medical or public safety response in the nature of police, firefighting or paramedic response. It does not provide 911 services and does not function like a 911 service, nor is it intended to do so. Call Centre staff are not trained to handle emergency situations. In any situation involving a child in immediate danger, the Call Centre redirects callers to 911 and/or local emergency services.

[183] Regional intake officers are responsible for intake and triage of all incoming requests, according to applicable regional practices. Each ISC regional office operates as a “focal point” for Jordan’s Principle requests. Most focal points maintain Jordan’s Principle call lines that are available during regular business hours in their region, as well as generic e-mail boxes for email requests. Regional call lines currently forward calls to the Call Centre after hours. While the Quebec regional focal point does not have its own phone line, it works closely with the Call Centre and supports intake and after hour calls.

[184] The ISC regional focal point receives individual requests by phone, email, fax request form, or through Service Coordinators (discussed below). If the request has come through the Call Centre, the focal point is to contact the requestor by phone or email within one calendar day to acknowledge receipt of the request. A regional intake officer will then review the request to ensure all supporting information has been provided and complete an Intake Form. For urgent requests, requestors are not required to provide documentation at this intake stage.

[185] The regional focal point is permitted to approve requests where the eligibility criteria are met and the supporting documentation sufficiently links the requested product, service or support to the child’s unmet need. Focal points may approve individual requests for products, services or supports under \$100,000, and group requests for products, services or supports under \$500,000.

[186] When individual or group requests exceed these amounts, the regional focal point escalates the request to the National Review Team for determination. The regional focal point notifies requestors when their request is escalated for determination.

[187] Canada submits that the Back-to-Basics Approach has led to requests for services accessible through existing government programs being directed instead to Jordan's Principle. Back-to-Basics, read with the Tribunal's Jordan's Principle decisions, situates Jordan's Principle as a preferred and accessible option for requests for funding for services for First Nations children that may otherwise be available and accessible under other government programs. Back-to-Basics' minimal documentation requirements, individual needs-based approach for each individual child, rapid determination timelines, and prohibition against clinical case conferencing are factors that make Jordan's Principle a particularly attractive option, even when accessible government services already exist.

[188] Therefore, Canada seeks orders that permit service navigation in appropriate circumstances, and orders to facilitate the transfer of control over Jordan's Principle administration and other services to willing First Nations and First Nations community organizations.

[189] As mentioned above, the AGC submits that there has been a significant increase in correspondence and requests to ISC's Jordan's Principle operations as a result of multiple factors, including successful awareness campaigns, impacts related to the COVID-19 pandemic, increased costs of living, and public safety emergencies (Dr. Valerie Gideon Affidavit at para 7; ISC's Response to Request for Information, Appendix A at 7 and 9). Despite the substantial growth and efficiency of ISC's Jordan's Principle operation and corresponding funding, ISC has been unable to maintain strict compliance with the timelines set out in the Tribunal's Jordan's Principle decisions, (Dr. Valerie Gideon Affidavit at paras 6, 12, 29–74; St-Aubin Affidavit at para 8).

[190] Canada submits that despite over \$5 billion in Jordan's Principle expenditures by Canada since 2016, and the development of ISC's Jordan's Principle operations in collaboration with the parties, Canada cannot determine all Jordan's Principle requests within the consent timelines set out in 2017 CHRT 35: 12 hours for urgent individual requests; 48 hours for all other individual requests; 48 hours for urgent group requests; and 1 week for all other group requests. Current circumstances have led to a backlog of Jordan's Principle correspondence, including requests.

[191] Canada has proposed a number of measures in its cross-motion, supported by the affidavit evidence, which Canada submits are necessary to address the backlog. These include a proposal for the collaborative development of an objective definition of the word urgent in the context of Jordan's Principle requests, and additional time to make determinations on requests for which a longer determination time will not have an immediate adverse impact on the child.

[192] Canada contends that ISC has implemented ongoing operational initiatives in an effort to address the backlog, such as call volume initiatives, updated contact information, surge teams, additional staffing, staff retention initiatives, and technology initiatives, which have led to significant progress.

[193] From ISC's perspective, there is no readily available formula that can determine the number of sufficient staff required to administer ISC's Jordan's Principle initiative, given the constantly fluctuating level of complexity and volume of incoming requests. Nonetheless, ISC has grown from 65 full-time-equivalent staff in the 2018-19 fiscal year to approximately 476 full-time-equivalent staff administering Jordan's Principle in the 2023-24 fiscal year. This is an increase of over 600%. Each staff member must receive the training necessary to fulfill their job responsibilities with compassion and cultural sensitivity, and all hiring must be done in accordance with the *Public Service Employment Act*, SC 2003, c 22, ss 12, 13, applicable bargaining agreements and departmental hiring policies.

[194] ISC has implemented ongoing operational initiatives in an effort to address the backlog, which Canada submits have led to significant progress. These include:

Call volume initiatives: ISC has updated the National Call Centre's technological systems, including by implementing an automated callback system and a separate urgent callback queue with an average callback time of 20 minutes. National Call Centre agents now enter all requests into ISC's Jordan's Principle Case Management System, and the Quality Assurance team evaluates calls and provides surge support. Further call tree enhancements are planned for the 2024-25 fiscal year to shorten the call tree and redirect callers to live agents as needed. ISC is also consolidating all ISC regional offices (or focal points) into the National Call Centre's toll-free number in 2024. This will allow warm transfers and is expected to reduce the

administrative burden on requestors. ISC has also increased staffing for the 24/7 Call Centre shift schedule.

Updated contact information: As recommended by the Caring Society, ISC has already updated its website to include contact phone numbers, e-mail addresses and hours of operation for regional offices and headquarters, for both requests and payment inquiries.

Additional staffing: From ISC's perspective, there is no readily available formula that can determine the number of sufficient staff required to administer ISC's Jordan's Principle initiative, given the constantly fluctuating level of complexity and volume of incoming requests. Nonetheless, ISC has grown from 65 full time equivalent staff in the 2018-19 fiscal year to approximately 476 forecasted full-time-equivalent staff administering Jordan's Principle in the 2023-24 fiscal year. In an effort to address the growing volume of requests and backlogs, ISC has also needed to increase overall Jordan's Principle staffing. For example, in the 2022-23 fiscal year, ISC planned to employ 252 full time equivalent staff, however it actually employed 360 full time equivalent staff, which is approximately 43% higher than anticipated. The total number of full-time equivalent staff reported here support both Jordan's Principle and the Inuit Child First Initiative. These additional full-time equivalent employees provide a temporary solution to managing increased volume and complexity, while other operational modifications are considered.

[195] Canada submits that this is an increase of over 600%. Each staff member must receive the training necessary to fulfill their job responsibilities with compassion and cultural sensitivity, and all hiring must be done in accordance with the *Public Service Employment Act*, applicable bargaining agreements and departmental hiring policies.

[196] From Canada's perspective, the Caring Society's proposed solution of appointing "sufficient staff" within 45 days for urgent determination purposes, set out on page 3 of their Notice of Motion, is not feasible for a number of reasons: there is no readily available formula that can determine the number of sufficient staff, giving the constantly fluctuating level of complexity and volume of requests.

[197] ISC must abide by budget allocation and is fully expending its annual salary envelope for full-time equivalent employees; and hiring federal public servants must be done in accordance with the *Public Service Employment Act*, applicable collective bargaining agreements and departmental hiring policies. These administrative steps are inherent to the



federal public service and are more time-consuming than when First Nations communities hire and train staff directly; and all new staff must receive appropriate training prior to working in the Jordan's Principle initiative. Training timelines are variable and depend on the individual's position, experience, learning speed, approach and adaptability. Very generally speaking, required training takes from 4 to 6 weeks. However, some positions require significantly longer training of up to 6 months.

[198] Further initiatives from ISC to address the backlog include:

- A. Surge team support: ISC has and will continue to mobilize surge teams, consisting of existing staff within ISC and the Department of Crown Indigenous Relations and Northern Affairs Canada, to assist with the backlog, facilitate faster determinations and provide ongoing support to ISC's regional offices. Surge teams review backlogged correspondence and provide data entry support so that regional offices can focus their efforts on determining requests and other matters that require their greater knowledge and expertise. Surge teams have been making progress in addressing the backlog and will continue to do so moving forward.
- B. Staff retention initiatives: ISC's Jordan's Principle operating environment is extremely difficult and emotional. To address the high rate of employee turnover, ISC has approved 100% remote work for Call Centre staff and has introduced new technological system capabilities.
- C. Technology initiatives: ISC has launched a series of operational initiatives to improve the intake process, including implementation of enhancements to the Jordan's Principle Case Management System to accelerate data entry and processing, which represents 80% of frontline staff workload. By fall 2024, ISC expects that its notification process will be enhanced to provide requestors with automated updates on the status of their requests. ISC is also working to develop new technological solutions, including automatic entry of request forms sent by fax or email, web-based request submission, status updates for community service providers and interoperability between ISC's financial systems and the Jordan's Principle Case Management System. ISC is undertaking a comparative analysis of regional

implementation methodologies to identify best practices and improve timeliness, consistency and effectiveness. ISC is also streamlining payment processes across regions to facilitate automation. In addition, ISC is working on automating determinations.

[199] The Caring Society has also requested several other measures to address the backlog. The Caring Society requests an order for Canada to revise its National Call Centre calling tree, within 45 days of this Tribunal's order, appoint sufficient persons in each ISC region and nationally who are responsible for managing urgent Jordan's Principle cases. The Caring Society also seeks an order that Canada report to the Tribunal, within 7 days of this Tribunal's order, regarding which of the proposed solutions (and timelines for implementation of those solutions) contained in the Caring Society's "Jordan's Principle Work Plan" (attached to this Notice of Motion as Schedule "A") it is prepared to adopt (including timeframes for implementation) and, in the case of any proposed solution Canada is not prepared to adopt, the reason why not and what effective alternative measure Canada proposes to take (and the timeline on which such effective alternative measure will be implemented).

[200] The Tribunal, while understanding the Caring Society's requests and without making a determination that they would be effective or not, prefers to avoid dictating all the management details and instead orders consultations amongst the parties to arrive at the best workable solutions. Therefore, the Tribunal focuses its reasons on the requests that the Tribunal finds are supported by sufficient evidence and relevant information and that it agrees to incorporate as part of its orders. In term of the issue of having sufficient staff and the triaging the urgent requests in the backlogs, the Tribunal will return to this below.

### **Urgent Timelines:**

[201] Canada requests an order extending the timelines set out in the Tribunal's order in 2017 CHRT 35, subparagraph 135(2)(A)(ii) and (ii.1):

- i. for individual requests:

1. from 12 hours to 48 hours for urgent individual requests, or such other timeline as Canada and the First Nations Parties may from time to time agree;
  2. from 48 hours to without unreasonable delay for all other individual requests, or such other timeline as Canada and the First Nations Parties may from time to time agree; and
- ii. for group requests:
1. from 48 hours to one week for urgent group requests, or such other timeline as Canada and the First Nations Parties may from time to time agree; and
  2. from one week to without unreasonable delay for all other group requests, or such other timeline as Canada and the First Nations Parties may from time to time agree.

[202] Canada submits that despite the substantial growth and efficiency of ISC's Jordan's Principle operations ISC has been unable to maintain strict compliance with the timelines set out in the Tribunal's Jordan's Principle decisions. As already mentioned, Canada submits that urgent requests grew by over 900% between the 2021-22 and 2022-23 fiscal years and the number of urgent requests has continued to increase at a pace far greater than that of non-urgent requests. Due to the increased number and complexity of requests, most of which have arisen since the introduction of Back-to-Basics, a backlog has developed. As a result, ISC must reconsider how best to ensure that First Nations children's ongoing needs can be determined, with a particular focus on those whose individual circumstances are truly and objectively urgent.

[203] Canada submits that ISC has carefully considered the problems and has already introduced operational measures to help address backlogs. These measures have been specifically designed to take into account the operating environment and government-wide policies and practices including privacy, information technology, and ongoing staffing requirements including hiring, training, and employee wellness.

[204] The Tribunal does not agree to change timelines for urgent services at this time. The Tribunal believes that adjusting Jordan's Principle operations, with the Tribunal's clarifications explained in this ruling, would reduce and help to reclassify some of the allegedly urgent cases that are not truly urgent and allow Canada to manage the truly urgent cases in the Tribunal ordered timelines. Canada will be able to report following the Tribunal's

clarifications and other orders and the parties' consultations and, if needed and supported by the available evidence, the Tribunal can make additional orders.

[205] The Tribunal agrees with Canada that what is key to addressing the existing backlog is that any definition of "urgent" embraces the spirit and intent of the Tribunal's order in 2017 CHRT 35, wherein objectively urgent requests receive swift attention.

[206] Therefore, instead of making extensions to the urgent timelines ordered on consent that no other party than Canada agrees to extend, it appears far more prudent to clarify previous orders, co-develop objective criteria for urgent request, remove, at Canada's request, the self-identification of urgent requests and other problematic policy aspects than to accept Canada's unilateral decision to extend the urgent timelines without sufficient reasonable evidence that this is in the First Nations children's best interests. The Tribunal finds that one of the significant contributors for the backlog is the application of the Back-to-Basics policy discussed above. Canada identified a number of solutions that as a whole would help reduce the pressures and backlogs in Jordan's Principle. Moreover, the Tribunal has agreed to most of Canada's initiatives and order requests including referrals that will be discussed below but does not agree to the extension of the urgent timelines.

[207] Moreover, the Tribunal believes that it is unreasonable to place this burden on children and families with real urgent needs especially without sufficient evidence that establishes that it is not feasible for Canada to process urgent requests with the staff that it has currently if all other proposed measures and clarifications are put in place. The urgent timelines are evidence-based as discussed above and should be linked to real urgent requests not subjectively urgent requests. This is what the Tribunal had in mind when it made its orders. Furthermore, if all the changes are put in place in sum, co-develop objective urgent criteria, no self-identification unless supported by a qualified professional, the right to reclassify urgent requests, etc., this may alleviate the pressures identified by Canada. An assessment following the implementation could inform any needed change to timelines.

[208] Moreover, analyzing the source of the spike in urgent cases is more important than simply extending timelines. Canada admits that urgent requests have exponentially

increased for several reasons and that a lot of requests have changed in nature. Canada submits that the Covid-19 pandemic and states of emergency fire evacuations also have played a role in the higher number of requests. The Tribunal appreciates that this could not have been anticipated by ISC. At the same time, we are now in a post-pandemic period and Canada contends that other emergency response services are far more effective to respond to needs than ISC. Therefore, some Covid-19 context requests may not reoccur and referring and even redirecting many states of emergency and fire evacuations requests to existing local and regional services can reduce some of those urgent requests.

[209] Once the immediate and short-term measures are put in place and an if an analysis shows that the problem persists such that Canada is still unable to meet the urgent timelines and has the evidence to support this, the Tribunal is open to receive the parties' evidence and amendments suggestions. The parties can discuss this during their series of future negotiations. Moreover, the mechanism to leave the door open for parties to report and return to the Tribunal in the absence of agreements or with new agreements will ensure that needed clarifications or amendments are evidence-based and dealt with in a comprehensive manner and as expeditiously as possible.

[210] In this analysis, one must not forget that this is a human rights case involving vulnerable First Nations children in need of urgent services. Therefore, the Panel has opted to grant several of Canada's other order requests such as the elimination of the potentially miscategorized urgent requests that will help to focus on the truly urgent ones. Considering truly urgent requests as such and implementing the Tribunal's clarifications and other orders are implemented followed by monitoring and analysis could inform next steps. Canada could consult with the parties and return to this Tribunal. The Tribunal is open to hearing Canada and the parties on this issue.

[211] Given that there is insufficient evidence and rationale supporting that extending the urgent timelines will truly resolve the current issues and the other solutions will not work without the extension to urgent timelines, such an argument for an amendment to the Tribunal' urgent timeline orders is unconvincing at this time.

[212] Finally, on this point, Canada describes their cross-motion in support of reconciliation and the importance of First Nations decision-making; however, none of the First Nations parties agree to amend the Tribunal's ordered timelines for urgent requests.

### **Triaging of urgent requests**

[213] Canada submits that in considering the Caring Society's proposed solutions, the Tribunal should consider whether ISC has the ability to both triage and determine all requests labeled as urgent within the prescribed timelines (particularly given the high number of requests labelled as urgent since the Back-to-Basics approach was adopted). In the first three quarters of the 2023-24 fiscal year alone, ISC determined 20,715 urgent individual and group requests and 83,478 non-urgent individual and group requests. That breaks down to approximate averages of 6,905 urgent requests and 27,826 non-urgent requests every quarter; or 2,301 urgent requests and 9,275 non-urgent requests every month; or 77 urgent requests and 309 non-urgent requests every day, for a total of 386 determinations every day.

[214] Canada submits that the Caring Society's proposed solutions to triaging urgent requests are not practical or feasible. In the current circumstances, including ISC's inability to reassign potentially miscategorized urgent requests to a lower level of priority, the only practical way for ISC to manage urgent requests is to consider them in the order in which they were received. With ISC determining an average of 386 requests per day, it is not feasible for ISC to both triage and determine urgent requests, based on individual or group circumstances, within 12 or 48 hours, while continuing to process non-urgent requests.

[215] The Commission submits that the Caring Society has also pointed to evidence that backlogs have developed, spread across all stages of the process, from intake, to determinations, to redeterminations, to appeals. The Commission relies on the Caring Society's Submissions at paras 129-131, 137-138 and 143-144. Of primary concern is the backlog at intake, as there are requests that sit unopened, without having been screened for potential urgency. Requests that would genuinely qualify as urgent may be sitting unopened in intake backlogs.

[216] Based on the evidence filed with the Tribunal, there is a legitimate concern that genuinely urgent cases may be languishing or even sitting unopened in intake backlogs.

[217] The Commission agrees that ordering Canada to take the required triage steps with respect to backlogged urgent cases is appropriate to ensure the effective implementation of the Tribunal's rulings regarding Jordan's Principle.

[218] The Commission notes that, depending on the volume of backlogged cases at the time the Tribunal's order is made, it may or may not be possible for Canada to complete these tasks within just seven days. However, if the Tribunal is inclined to make the requested orders, it would be appropriate to direct best efforts to accomplish the tasks as quickly as possible.

[219] The Caring Society submits that the current "in progress backlog" is significant and of serious concern, particularly as it is leading some requests to linger for many months.

[220] However, according to the Caring Society numbers, the backlog amounts to less than one month of ISC's processing capacity, regardless of whether the low end or high-end estimates more accurately capture the realities of this backlog.

[221] The Caring Society submits that ISC's evidence does not reveal the full picture respecting the scope of its intake backlogs. As a result, it is unclear how many urgent cases are awaiting determination in unopened emails in regional inboxes.

[222] As of March 27, 2024, it is estimated that Jordan's Principle has between 40,000 and 82,000 backlogged requests.

[223] Therefore, the Caring Society submits that the fact that ISC's estimated request-in-process backlog as of March 27, 2024 was between 34,116 on the low end and 75,397 on the high end suggests that the Parties' and the Tribunal's concerns about this specific backlog should be modulated.

[224] The Tribunal accepts that requests require more than ticking a box and that many of these requests were complex and required escalation and discussion and that each First

Nations child was deserving of and received individual consideration, taking into account their distinct needs and circumstances. This said, in 2022-2023, the Jordan's Principle staff went up to 360 and was forecasted to be 476 for 2023-2024. Dr. Gideon provided a detailed description of the different teams and their tasks, as explained above. Moreover, Dr. Gideon's evidence shows the important fact that one requestor may have multiple requests in the same request that ISC counts as separate requests.

[225] Furthermore, ISC submits that it cannot process more requests and triage at this capacity. As stated by Dr. Gideon during her cross-examination, to meet existing Tribunal timelines based on current demands, ISC would likely need to double the amount of full-time equivalent staff, if not more.

[226] Aside from explaining the exponential growth in urgent requests and the need to potentially double the amount of full-time staff or more to deal with the large increase in requests, there is insufficient evidence as to how ISC arrives to this calculation. The Tribunal reserved the right to ask questions and will do so as part of future reporting.

[227] The Tribunal find that it is unclear how many urgent cases are awaiting determination in unopened emails in regional inboxes. With these uncertainties, the Tribunal is unable to make a finding that Canada cannot process and triage urgent requests on an expedited manner.

[228] The Caring Society had the following exchange with Candice St-Aubin during her cross-examination about the possible different categories in the backlog:

(...) would you agree that at one point where there could be a backlog is at the initial stage when a case comes in which is the email intake stage?

A. Yes.

Q. So that would be an email that's essentially unopened in an inbox and it's waiting to be processed?

A. It could be, yes.

Q. And then a second possible backlog point would be after the email has been opened and intake has been completed and the request is then waiting with a focal point to make a recommendation about what to do with it?

A. I assume, yes, it could be. But sorry, just to clarify, you mean to make determinations?



Q. Yes. So essentially my understanding of how the process works is someone will email, they will do an intake email, and then it goes to a focal point for a determination?

A. Correct.

Q. And so the focal point will have to, you know, look at the intake, complete an intake, make a recommendation (...).

[229] The above is helpful to understand the potential locations of backlogs.

[230] Moreover, Candice St-Aubin affirmed in her revised affidavit dated March 28, 2024, that given the increased volume of requests and follow up correspondence, ISC is experiencing backlogs in reviewing incoming email correspondence; and determining requests which have been entered into the Jordan's Principle Case Management System.

[231] Backlogs in email correspondence and requests awaiting determination vary at any given time and across regions. Overall, approximately 55% of backlogged correspondence in Jordan's Principle general request inboxes are new requests.

[232] Furthermore, in the evidence, affirmed by the AFN's affiant, Craig Gideon's, in his amended affidavit dated March 22, 2024, the (AFN) Social Development Sector has heard concerns from multiple callers about the challenges contacting Indigenous Services Canada at the national and regional levels, particularly in the context of making an urgent request or updating the urgency of a request.

[233] Moreover, there is some evidence showing that urgent requests are waiting in the backlog as indicated in an email from Debra Bear, Director Jordan's Principle services, Council of Yukon First Nations, to Brittany Mathews, dated March 26, 2024, attached to the affidavit of Cindy Blackstock dated March 27th, 2024 as Exhibit 22, and included in the AGC's compendium. Debra Bear reported that: "some applications have been waiting in the queue for over a year and some were marked as urgent. In our region we have noted previous significant backlog on adjudication of applications."

During Dr. Gideon's cross-examination, Caring Society counsel asked her if she agreed the backlog requests could include urgent requests for a child. Dr. Gideon responded that she agreed.

[234] While Canada submits that urgent requests are being addressed, there is evidence that this is not always the case. The Tribunal finds that there may be urgent requests in the backlog queue justifying the need to triage the backlog on an expedited basis and to start this immediately. Furthermore, there may be non-urgent requests that become urgent because of the passage of time. The Tribunal finds that applying the Tribunal's clarifications immediately to the current backlog will assist with the triage of urgent requests.

[235] The Tribunal believes that if the timelines/deadlines to triage the requests ordered by the Tribunal are too ambitious, Canada is provided a way to quickly return to the Tribunal to adjust those timelines if they encounter significant issues with the wording and/or deadlines set out in the orders. The same applies to the other parties. Given the nature of the services involved and those who receive them, the children, the Tribunal prefers to order tighter deadlines first and reassess later if parties provide sufficient reasons to amend those deadlines.

[236] The Tribunal will not be making orders to hire more staff. The Tribunal panel does not desire to dictate the specifics of the daily operations of Jordan's Principle or how Canada ought to reduce the backlogs as this is not its expertise. Rather, this Tribunal panel has the in-depth knowledge of the tens of thousands of pages of evidence in this case considered over a period of more than 8 years leading to its numerous Jordan's Principle rulings that cannot be dissociated from the motions. This Tribunal panel has in-depth knowledge of the systemic racial discrimination found, the findings and orders to remedy it and prevent its reoccurrence and of the Jordan's Principle system as ordered by this Tribunal panel. This Tribunal panel remained seized over the years to ensure that while data was collected and new First Nations processes were developed, the parties could come back to this Tribunal panel for further orders, preferably on consent when possible. The goal is to ensure the orders are effective and are adjusted as the quality of the information improves, new studies and best practices are developed, (see 2018 CHRT 4, at para. 237). The Tribunal panel's expertise is on the Jordan's Principle system and the cumulated evidence over the years not the daily operations within ISC especially if sufficient evidence is lacking. The orders in the summary ruling take this into consideration and are meant to be flexible.

[237] The ultimate objective is to achieve sustainable long-term reform informed by the many studies, expert committees, First Nations, the parties, etc. for generations to come. The Tribunal has always hoped for a settlement on long-term reform by way of consent order requests, if possible, similar to the compensation settlement agreement for both Jordan's Principle and the FNCFS Program. However, if this is not possible, the Tribunal can make systemic long-term orders informed by the parties to eliminate the systemic discrimination found. This is not optimal without the expert input of the parties including the First Nations Chiefs' knowledge and decisions expressed in the Chiefs-in-Assembly resolutions.

[238] The Tribunal consistently found that reform must reflect the specific different needs of First Nations and that they are best positioned to determine what this should look like in the long-term. The long-term aspect is not the object of the Tribunal' interim orders here.

[239] Furthermore, there is evidence that Jordan's Principle may be abused and play a role in the backlog and there may be a need for the development of objective criteria and guidelines in consultation with the parties to avoid false claims and/or abuses under Jordan's Principle.

[240] Exhibit "41" attached to the Affidavit of Cindy Blackstock dated January 12, 2024 and included in the AGC's compendium, includes an email from Rhoda Hallgren to Brittany Mathews dated Thursday, August 10, 2023:

Subject: RE: Jordan's Principle.

Hello Brittany, At our last meeting with ISC, they did indicate that they are short-staffed and that they had put in for additional staffing, but that has to go through the treasury board.

Samantha was in attendance and they indicated that they are severely short staffed because there has been a 400% increase in applications coming in. Only 46% of those applications go through service coordinators which means that the review staff in Vancouver are assisting families with the application process.

As of July 28th, they had 1000 applications in queue and 2000+ applications that are unopened in their inbox waiting for review.

There are also issues arising from misinformation being spread through social media where people are making false claims regarding what Jordan's Principle will cover – this takes up ISC reviewers time as well because clients are calling into ISC for coverage based on Facebook posts (i.e. Facebook post stated that if you call ISC and show them your insurance and registration, Jordan's Principle will pay for your vehicle insurance for one year). Ultimately, the backlog is due to short staffing and the increase in applications.

[241] The Tribunal finds this problematic and that it does impact backlogs.

[242] Exhibit 42 attached to the Affidavit of Cindy Blackstock dated January 12, 2024 and included in the AGC's compendium, includes a letter from Karen Isaac, Executive Director, BC Aboriginal Child Care Society to Cindy Blackstock, undated. This letter references potential "abuses" of Jordan's Principle services for basic necessities.

Jordan's Principle has become known in BC to be slow but effective. This means that families are making multiple repeat applications for services and items. There is a concern by stakeholders in the Network that families are not utilizing already in place systems.

As an example, within the request queue there are multiple requests for 'necessities of life' support in the form of food, rent, and utilities from the same family. Families could be repeatedly accessing Jordan's Principle to actively by-pass in place systems, or to supplement income as a letter of recommendation is all that is required to substantiate need. Jordan's Principle is faster in these cases as 'necessities of life' are considered 'Urgent' requests.

There is a concern that Jordan's Principle is being/could be 'abused,' thus delaying or denying access to children for whom Jordan's Principle would be a necessity. Those needs that are 'Urgent' for other reasons may not be addressed in a timely manner.

Regional disparities in approvals.

It is generally known that BC Region, and other regions in Canada, do not share the same adjudication 'criteria.' Communication has expanded between the various delivery regions of Jordan's Principle and there is solid evidence that each region 'approves' uniquely. This is a concern because the argument of 'unique' regional differences has been used to justify not approving items or services that have been recommended and that have been approved in other regions.

Recommendations

1. First Nations leadership of BC to empower a body to designate a set standards of practice that Service Coordinator's in BC are to follow. This will allow management in partnership with the Hub to support delivery and Service Coordinators. Service Coordinators have recognized this need and have begun their own process. It would be beneficial if they had leadership's support. ISC is currently looking to the Network and the Hub, as its support, to develop policy around standards of practice.
2. First Nations leadership of BC to have a direct role in policy development, delivery planning and oversight and the monitoring of the Network and ISC BC.
3. Aggregated regional data to be collected and analysed so that a detailed understanding of BC's 'needs' can be achieved independent of ISC shared data. This would support policy development and advocacy for local communities and organizations.

[243] The Tribunal finds that this example supports the need for adequate referrals to existing community services once an emergency situation has been handled. As discussed further below, the Tribunal agrees that referrals to existing community services would assist Jordan's Principle operations if referrals are done appropriately with safeguards in place. The Tribunal hopes that the parties will co-develop proactive solutions as part of their consultations.

[244] The Caring Society requests immediate changes to address the backlog to protect children and families, while Canada requests that no orders be made on that end and for it to be left to work through this in discussions with the parties. It has been almost a year since the notice of motion was filed in December 2023 and the evidence shows that the issues have been going on for quite some time. Canada was aware of the issues and admitted the existence of backlogs and this formed part of the hearing in September 2024. Given that the evidence shows that there is a real possibility that there are urgent requests in the backlogs, there is a need to go through the backlog as soon as possible in the best interest of the children involved. The Tribunal believes that it is more prudent to order immediate to short-term measures with a possibility of adjustments if the parties face significant issues implementing them than to not make any orders or to make orders with an indefinite timeline. The issues of backlogs have been ongoing for quite some time and an order to ensure that the Tribunal's orders are effective is required. Jordan's Principle is meant to also eliminate

delays in accessing services. Long delays to be approved for Jordan's Principle services can sometimes be considered as denials, especially if the requests were urgent or time sensitive and were left unaddressed. While the Tribunal is very pleased with Canada's implementation of the Jordan's Principle orders and the huge success that Canada's implementation efforts have yielded, the thousands of backlogged cases undermine the Tribunal's orders to ensure that all First Nations children have access to Jordan's Principle services when they need them.

[245] Therefore, the clarifications on the Tribunal's orders and the Back-to-Basics policy above should be implemented immediately to assist in reducing the backlogs. The Tribunal also agrees that Canada's other efforts mentioned above should be continued immediately and other solutions developed in consultation with the parties in the short-term and on an interim basis. The Tribunal agrees with Canada that they should be allowed to continue their efforts above to reduce the backlog while removing the aspects of the Back-to-Basics policy that the Tribunal finds have largely contributed to a large influx of urgent requests.

[246] The orders in this ruling are interim in nature to allow the parties to ideally arrive at a resolution of the long-term reform of Jordan's Principle. The orders are very flexible to allow the parties to quickly come back to the Tribunal with any issues and needs for quick adjustments to optimize the dialogic approach upheld by the Federal Court. This coupled with negotiation orders is an efficient way to move the parties away from litigation as much as possible while correcting the issues in a timely fashion in the best interest of children.

[247] Canada shall monitor cases after implementing the Tribunal's clarifications of urgent requests and report back to the Tribunal by January 9, 2025.

[248] The backlog was admitted by Canada and, while parties may have different views on the number of backlogged cases, the existence of a backlog is undisputed. There is a backlog of cases and some of them may very well be urgent and this will be established when Canada reviews the email requests in the backlog.

[249] Moreover, the Tribunal finds there is insufficient evidence to determine the exact number of urgent and non-urgent requests in the backlog and there is a need to understand this.

[250] The Tribunal believes that if Canada immediately applies the Tribunal's clarifications and referral orders when it goes through the backlog, this will eventually help reduce the backlog.

[251] Pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, the Tribunal orders Canada to:

- A. Immediately deal with the backlog with the assistance of the Tribunal's clarifications mentioned above and return back to the Tribunal with its detailed plan with targets and deadlines by December 10, 2024.
- B. Report back to the Tribunal and the parties by December 10, 2024, to identify the total number of currently backlogged cases both nationally and in each region, including the intake backlog, the in-progress backlog, and the reimbursement backlog, including with information regarding the cumulative number of backlogged cases at month's end, dating back 12 months.
- C. Triage all backlogged requests for urgency with the assistance of the Tribunal's clarifications mentioned above. ISC shall review all self-declared urgent requests and evaluate if the requests are in fact urgent as per the Tribunal's clarifications and, if not, reclassify them as non-urgent by December 10, 2024. If a qualified professional with relevant competence and training has deemed them urgent, and until such time as the parties develop a definition for a qualified professional with relevant competence and training, ISC shall deem the requests urgent.
- D. Communicate with all requestors with undetermined deemed urgent cases as per the Tribunal's clarifications to take interim measures to address any reasonably foreseeable irremediable harms within fourteen days of the Tribunal's order and report back to the Tribunal by December 10, 2024.

- E. Consult and work with all parties to co-develop solutions to reduce and eventually eliminate the backlog that are efficient and effective and that can work within a government context (this does not mean that red tape should be excused or permitted in this system) and report back to the Tribunal by January 9, 2025.

[252] However, the Panel is mindful that this may not be possible in the immediate term and, therefore, the Tribunal has provided a way in the summary ruling and these full reasons to combine returning to this Tribunal for extensions requests of the orders and-or word changes in the orders to adjust to developments. The orders to provide a report and plan assist the Tribunal and the parties to understand the corrective measures and their evolution to ensure the children and families have access to the services they need. This may be useful as part of the ordered consultations.

#### **Other orders on urgent requests**

[253] The Caring Society seeks an order that Canada immediately revise its National Call Centre calling tree and other contact mechanisms that may exist to ensure that requestors can immediately and easily indicate that their request is urgent or, in the case of an existing request, has become urgent. ISC should also ensure that staff with authority to review and determine urgent requests are available in sufficient numbers during and outside business hours.

[254] Canada objects to the Caring Society's requested orders. ISC has implemented ongoing operational initiatives in an effort to address the backlog, which have led to significant progress.

[255] The Tribunal understands the merit of this requested order in light of the backlog evidence discussed above. The Tribunal has reviewed ISC's ongoing operational initiatives and finds them to be proactive. The Tribunal, in light of the nature of the requests involving children, requests confirmation that indeed staff have authority to review and determine urgent requests and are available in sufficient numbers during and outside business hours and that requestors can immediately and easily indicate that their request is urgent.



[256] The Tribunal prefers leaving the operational aspect of this to Canada without dictating the manner in which to implement it and order Canada to report and confirm that this is in fact in operation.

[257] The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to confirm by December 10, 2024 that staff have authority to review and determine urgent requests and are available in sufficient numbers during and outside business hours and that requestors can immediately and easily indicate that their request is urgent.

[258] The Caring Society seeks an order for ISC to enable requestors to flag when their request has become urgent while awaiting determination. Requests may become urgent after they have initially been made for a variety of reasons, including urgency created by time passing while a request is backlogged in one of the regions, by a change in the child's condition, by a state of emergency, or by the death of a caregiver. Accordingly, requestors should be able to flag to ISC that the level of urgency of their request has changed because of changed circumstances.

[259] Canada objects to the Caring Society's requested orders. ISC has implemented ongoing operational initiatives in an effort to address the backlog, which have led to significant progress.

[260] Again, the Tribunal understands the merit of this requested order in light of the backlog evidence discussed above. The Tribunal has reviewed ISC's ongoing operational initiatives and finds them to be proactive. The Tribunal finds that it is unclear, in the context of the backlog, if requestors who have made an existing non-urgent request that has become urgent have an effective and expeditious way to indicate that the status of their non-urgent request has now changed to urgent.

[261] The Tribunal finds that it is necessary to ensure that requestors who have placed a non-urgent request that now has become urgent can rapidly indicate the change in status of their request. However, given the many proactive measures already put in place by

Canada, the Tribunal prefers leaving the operational aspect of this to Canada without dictating the manner in which to implement it.

[262] The Tribunal pursuant to section 53 (2) (of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to ensure that by December 10, 2024 requestors who have made an existing non-urgent request that has become urgent have an effective and expeditious way to indicate that the status of their non-urgent request has now changed to urgent.

[263] The Caring Society seeks an order requiring Canada to provide the National and Regional contact centres with the capacity to put in place immediate compassionate interventions when a request is placed for urgent services.

[264] However, in 2017 CHRT 35, the Tribunal already ordered that, in cases where irremediable harm is reasonably foreseeable, Canada must make "all reasonable efforts to provide immediate crisis intervention supports until an extended response can be developed and implemented." The Tribunal finds the requested order is consistent with this previous ruling and there is no need to make additional findings in support of another order here.

### **Relevant contact and other information provided to the public**

[265] Canada submits that they have updated their public information on Jordan's Principle following the Caring Society's suggestions. The Tribunal believes this is a great initiative to improve accessibility for families and other requestors such as organizations who assist First Nations children. The Tribunal would appreciate confirmation with the level of details that is publicly available on their website and social media pages.

[266] In previous rulings, the Tribunal made similar orders in terms of posting public information to ensure accessibility. The Tribunal continues to rely on the same intent expressed in its previous orders.

[267] The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to confirm if its website and social media pages clearly indicate the relevant contact phone

numbers, email addresses, and hours of operation for the ISC office in each province/territory and for headquarters, for requests and payment inquiries. Canada will provide this information to the Tribunal by December 10, 2024.

**Timelines for non-urgent Jordan's Principle cases:**

[268] Canada requests an order extending the timelines for non-urgent requests set out in the Tribunal's order in 2017 CHRT 35, subparagraph 135(2)(A)(ii) and (ii.1):

i. (...) for individual requests from 48 hours to without unreasonable delay for all other individual requests, or such other timeline as Canada and the First Nations Parties may from time to time agree; and ii. (...) for group requests: from one week to without unreasonable delay for all other group requests, or such other timeline as Canada and the First Nations Parties may from time to time agree.

[269] With respect to Canada's position on adjustments to all other individual requests and group requests to "without unreasonable delay", the AFN is concerned with the indeterminate nature of such an order.

[270] While some comfort may be drawn from Canada's commitments to engaging with the First Nations Parties in the context of adjustments thereto, the AFN notes its preference for a fixed period as a starting point, designed to provide sufficient flexibility to address the backlog, while ensuring that as the backlog is addressed, the timeline will be commensurately tightened, all on an interim basis and subject to the completion of a final settlement agreement on the long-term reform of Jordan's Principle.

[271] The point is ensuring a path forward that will allow for the back-log to be appropriately addressed, and after it is addressed, the return to a tightened reasonable period of time for the determination of requests which will provide certainty for requestors. Based on this approach, the AFN submits that the Tribunal should aim for an interim order which seeks to achieve a middle ground between the extremes presented by the Caring Society (no flexibility or consideration for the context giving rise to the backlog) and Canada (too much flexibility, no consideration for re-tightening the timeline after back-log addressed other than consultation with the First Nations parties).

[272] The AFN also highlights its preferences that such interim changes to the existing orders be informed by discussions between the Parties further to the dialogic approach and suggest that any interim order addressing said points provide an opportunity for such engagement.

[273] For non-urgent requests, Canada requested in its cross-motion that the timeline be changed to “without unreasonable delay.” However, Canada in reply, acknowledges the AFN’s preference that a fixed period of time be used instead. ISC is prepared to consider and discuss an alternative fixed period, while maintaining its request that any fixed period that is ordered must be subject to change by way of agreement between ISC and the First Nations Parties.

[274] Canada agrees that timeliness and responsiveness are key values to be respected and implemented in Jordan’s Principle administration, including for non-urgent requests. However, in determining timelines for non-urgent requests, the specifics and nature of requested products, supports and services should also be taken into consideration.

[275] Further, due to the complexity, scale and scope of group requests – whether urgent or non-urgent – ISC requires sufficient time to review proposals to avoid duplication or diversion of funding. This will ensure that funding through Jordan’s Principle group requests remains prioritized for direct services and supports to First Nations children.

[276] Canada would be pleased to discuss these points and others in the context of a mediation, as well as long-term reform discussions. This willingness to sincerely consider other parties’ concerns highlights the need for a cooperative approach between the parties, involving compromise and a genuine openness to addressing concerns as partners.

[277] The Caring Society submits that for non-urgent requests, ISC proposes eliminating the timeline by replacing the existing 48-hour (individual) and one-week (group) timeframes with an aspirational goal based on the undefined objective of avoiding “unreasonable delay”.

[278] Instead of leading evidence in support of its proposal, ISC criticizes the evidentiary basis for the current timeframes and points to its own inability to keep up with current

demand, despite having led no evidence on why timeline modification is the appropriate option for responding to its operational challenges.

[279] The Tribunal's stated approach to amending its orders makes clear that Canada has simply not provided the Tribunal with a basis for granting the relief sought. In 2022 CHRT 41, the Tribunal was clear that, "[o]nce it has reviewed the evidence and made findings and found that orders are warranted, the Tribunal cannot change its mind and rescind this unless it made an error, a reviewing Court overturns a finding or new and compelling evidence justifies it." No such new and compelling evidence justifies the relief sought on ISC's cross-motion.

[280] The Caring Society contends that, to the contrary, the evidence led by the Caring Society and Ms. St-Aubin's admissions on cross-examination demonstrates that ISC's proposed changes are unjustified. Canada argues that the Tribunal-ordered determination timelines should be modified as they were not based on objective evidence such as child welfare standards. However, the Caring Society further submits this argument ignores the evidence that Canada's own senior official gave in 2017. It also fails to note that child welfare standards do not support Canada's approach to timeframes for determining urgent cases. This evidence was discussed in greater detail above.

[281] In any event, the Caring Society advances that Canada has failed to indicate why the child welfare standards referred to in Ms. St-Aubin's revised affidavit provide a compelling reason for changing the current approach. Instead, when specifically asked on cross-examination what was meant by the reference in paragraph 13 of her affidavit to standardized child welfare timelines, Ms. St-Aubin indicated that the comment was "more around just the uses to – standards within and timelines within the systems related to children" but did not provide further clarification than that. This generalized assertion does not provide the Tribunal with solid ground on which to modify timelines that have been in place for seven years.

[282] In addition to Canada not having provided any evidence to support this timeline, the Caring Society submits the Tribunal should reject this “without unreasonable delay” determination timeline for three reasons.

[283] First, Ms. St-Aubin, Canada’s Senior Assistant Deputy Minister proffered to give evidence regarding Canada’s current implementation of Jordan’s Principle, rejected the proposed service standard on cross-examination, saying: “I would never use [that] as a standard.” She agreed that Canada’s proposed service standard was not clear, measurable, or ambitious. The Tribunal should have no confidence in a service standard that is not supported by the federal official called to give evidence in support of it.

[284] Second, irrespective of Ms. St-Aubin’s views, Canada’s proposed standard flies in the face of the Treasury Board’s own Guideline on Service and Digital (“the Treasury Board Guideline”). The Treasury Board Guideline applies to the federal government as a whole, including ISC. Ms. St-Aubin agreed that it should have informed Canada’s approach on this cross-motion. Accordingly, Canada’s failure to comply with its own voluntarily-adopted Treasury Board Guideline, which should be the bare minimum against which its proposal should be evaluated, should give the Tribunal serious concerns regarding the viability of Canada’s proposed approach.

[285] On cross-examination, Ms. St-Aubin agreed that establishing a timeline within which cases should be dealt with is a service standard. Pursuant to the Treasury Board Guideline, such service standards usually have “three key components”: (1) a service standard, being a clear and measurable statement on the level of service a client can expect; (2) a service performance target, which is a clear and measurable statement on the extent or frequency to which the standard will be met; and (3) a service performance result, which is the actual performance against the standard target and which is to be reported. Moreover, one of the characteristics of a good service standard is that it is measurable, in the sense that it is quantifiable and linked to the monitored activities.

[286] The “without unreasonable delay” metric does not meet any of the Treasury Board’s three components for a service standard. It is not measurable. Being undefined, it cannot

lend itself to producing measurable accounts of the extent or frequency with which a performance target could be met. Accordingly, it does not enable performance results to be measured against standard targets. It is therefore too vague to operationalize.

[287] Third, there is no evidence of any consultation by ISC on the proposed “without unreasonable delay” determination timeline. This is also contrary to the Treasury Board Guideline, which provides that service standards should be “developed or reviewed in consultation with clients, managers, staff and other partners in service delivery to ensure that they are meaningful to clients and match the organization’s mandate and capacity”. No such consultation process has occurred. Instead, in her cross-examination, Ms. St-Aubin’s evidence was that Canada’s proposal is “based on discussions internally and then partners have proactively come to us to say that they’re also challenged to meet the timelines”. The Tribunal should reject Canada’s “amend first, consult later” approach.

[288] The Tribunal entirely agrees with the Caring’s Society’s explanation of the evidence above on this point and what led to the Tribunal’s timeline findings under Jordan’s Principle.

[289] As discussed above, including in the urgent timeline section, the Tribunal places little weight on Ms. St-Aubin’s evidence on this point. This is concerning to hear for the Tribunal from a Senior Assistant Deputy Minister in the Department of Indigenous Services Canada (ISC), First Nations and Inuit Health Branch (FNIHB) and why this prompted the Panel chair to ask her a series of questions on the Tribunal’s previous rulings on Jordan’s Principle. Having full knowledge of all the immensity of evidence and orders in this case since 2016, the Panel chair easily identified Ms. St-Aubin’s incorrect assumptions expressed in her affidavit and testimony and her lack of knowledge of the evidence that led to the multiple rulings in this case.

[290] In all fairness, Ms. St-Aubin had been in the position that she is in for only a few months at the time that she was cross-examined.

[291] This said, Canada advances the evidence of rapid growth in Jordan’s Principle requests and their inability to respect the Tribunal’s ordered timelines for non-urgent cases at all times. Canada advanced a number of contributing factors and, as explained above

and below, the Tribunal agrees to many of Canada's proposed measures that are directly linked to the evidence and are reasonable.

[292] The Tribunal also agrees with the AFN's principled approach above and with Canada's request for discussions with the parties.

[293] Without ordering a change in timelines at this time, the Tribunal agrees to receive options from the parties that would arise from their discussions in the format that they so choose (mediation, negotiations, conflict resolution, etc.) and in light of the Tribunal's clarifications.

[294] The Tribunal, pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties to seek to co-develop potential options supported by rationale and available evidence to present to this Tribunal in regards to timelines for non-urgent Jordan's Principle requests and report back to the Tribunal by January 9, 2025.

[295] However, the Tribunal rejects the proposed terms "without unreasonable delay". This concept is vague and does not align with the best interest of the child or any reasonable practice standard. As even immediately and urgent were not understood the same way by everyone, the term "without unreasonable delay" would likely cause other misunderstandings.

#### **Determination clock for Jordan's Principle cases:**

[296] The Caring Society requests an order clarifying that, consistent with 2017 CHRT 14 and 2017 CHRT 35, Canada shall immediately: (a) "begin the determination clock" when a request on behalf of a First Nations child or youth is received; and (b) stop the clock when the requestor is advised of the determination of the case.

[297] In the alternative, an order that the determination clock shall start to run when ISC has received a recommendation/authorization from a professional or a letter of support from a community-authorized Elder/knowledge holder.



[298] The Caring Society is concerned that ISC only starts the “clock” on the timeframes for determination when ISC is satisfied that it has the documentation required as opposed to when the requestor first submits their request. ISC is skirting its compliance with the Tribunal’s orders, which require meeting First Nations children’s needs in a timely manner. It does this by creating and relying on systems that make it very difficult for requesters to have their requests considered. Its 24-hour line results in calls that are unreturned or receive significantly delayed callbacks. Its email intake has resulted in many thousands of requests that remain unopened or unentered into ISC’s database. ISC then does not count these requests in its timeline compliance as ISC has not “satisfied itself” that the required documentation has been included. Indeed, when asked on cross-examination when ISC starts the determination clock on Jordan’s Principle requests, Ms. St Aubin’s evidence was as follows:

Q. Do you know when they’re starting the clock on that? When does the day count starts?

A. So when does the clock start and when the request begins to –

Q. Yes.

A. -- process, for lack of a better word?

Q. For the purpose of this, you know, how old a request is –

A. Right. So it’s when the file is completely entered into the case management system with the relevant information (indiscernible).

Q. And that would be the end of the intake process?

A. Yes.

Q. So if a file is in the email queue, the time that’s spent in the email queue isn’t counted towards that 15 or 30-day standard?

A. As far as I know it's not. (...).

[299] The Caring Society submits that ISC’s approach to “starting and stopping the clock” amounts to a public relations response. It does not account for the real needs of children, youth and families who are in good faith trying to contact ISC to make requests and have their cases determined in a timely manner. This echoes the evidence heard during the hearing on the Merits, which described similar strategies used by Canada to shield itself from allegations of discriminatory conduct. This old mindset approach focuses on how the Department looks and deflects energy from meeting the real needs of those who are the primary beneficiaries of the Tribunal’s orders. Indeed, there was a time when Canada’s position was simply that it was upholding Jordan’s Principle because there were no Jordan’s

Principle cases. Grounded in its longstanding concerns about when ISC “starts the clock”, the Caring Society’s position is that the determination clock should start to run when the requestor first attempts to make a request. Such an approach is grounded in the following:

- A. Children, youth and families cannot control how and when ISC receives or reviews a request – the Tribunal’s timeline orders are in place to protect and promote the substantive equality rights of First Nations children and their families. The administrative burden of processing a request ought to be borne by the government and not those seeking to access a needed service, product or support;
- B. The Back-to-Basics Approach stipulates that Jordan’s Principle must be implemented in a way that minimizes the administrative burden on families. Urgent requests can be determined before all documentation is submitted and ISC only needs a minimum amount of information to determine a request. To this end, the timelines ought to be for the benefit of First Nations children and not be defined in a way that provides an administrative shield that protects government in relation to compliance issues;
- C. Using the date a request is made also fosters a collaborative relationship between ISC and the requestor, ensuring that ISC will raise any concerns with the documentation in a timely way while avoiding multiple requests for additional documentation, so that the requestor can either address those concerns at once or submit a new request; and
- D. Using the date a request is made also more accurately captures the time the child is waiting. Indeed, when a professional makes a professional recommendation for a particular service, product, or support, that child is entitled to receive same at the time the professional makes its recommendation, in line with the Tribunal’s orders.

[300] The Commission submits that it would be helpful for the Tribunal to clarify the directions in its prior ruling regarding the starting and stopping of the determination clock. For example, the Tribunal’s consent order on Jordan’s Principle implementation says urgent individual requests shall be determined “within 12 hours of the initial contact for a service request,” but also acknowledges that clinical case conferencing may take place where more

information is reasonably necessary to the determination of a request. It is not entirely clear how the timeline would apply in such situations. Similarly, the ruling says non-urgent individual cases shall be determined “within 48 hours of the initial contact for a service request,” but adds that where reasonably necessary information cannot be obtained within that timeframe, Canada will work with the requestor to enable the determination to be made as close to the 48-hour time frame as possible. Again, the precise operation of the timeline is not entirely clear.

[301] In the Commission’s view, it would be reasonable to start the determination clock once Canada receives a request supported by a professional or community-authorized Elder or knowledge holder. If the Tribunal adopts that approach, it should also clarify that if a requestor submits a request that is missing the required proof of support, Canada will promptly work with the requestor to make clear what additional documentation would be required to allow the determination clock to start and the request to be determined.

[302] The Tribunal finds that while Ms. St-Aubin’s did testify on her knowledge of when the day count clock start request begins to process or in other words when the determination time starts on Jordan’s Principle requests. She also mentioned: As far as I know, it's not, however, [indiscernible]. Like that's the information [indiscernible].

[303] The transcripts of the audio record mention inaudible. The Tribunal recalls that she did have hesitation. Therefore, at best, Ms. St-Aubin’s evidence is inaccurate and does not reflect ISC’s practice. At the worst, ISC’s practice is non-compliant with the Tribunal’s previous orders. The Tribunal cannot repeat all its findings of how Jordan’s Principle functions here; nor is it necessary for the time being given that the Tribunal cannot make the worst case scenario finding. The same can be said about a finding of the best-case scenario.

[304] The Tribunal can confirm that it’s consent orders in 2017 CHRT 14 and 2017 CHRT 35 were originally meant to start the determination clock at the reception of a request except in the circumstances where further information is reasonably necessary to assess the clinical needs appropriately. The Tribunal’s orders include the specific wording: (...) when

clinical case conferencing with professionals with relevant competence and training before the recommended service is approved and funding is provided to the extent that such consultations are reasonably necessary to determine the requestor's clinical needs information was required.

[305] The Tribunal finds all the above shows the need for clarification of the Tribunal's orders and the need for consultations between the parties to elaborate formal and clear guidelines/procedures to address this issue. The Tribunal is open to suggestions from the parties, hopefully on consent, to clarify when and how the determination clock starts if coordinated with formal and clear guidelines agreed to by the parties and rooted in available evidence.

[306] Again, when the orders were made, they were supported by the evidence presented at the time and did not envision pandemics, fire evacuations and many requests that are non-urgent such as false claims, gaming consoles, etc. that impact Jordan's Principle services and could be processed in a much longer time frame without the clock starting at their reception. The Tribunal is concerned that non-urgent requests now have such a large spectrum that it would be unreasonable to require the clock to start at the reception every time. The Tribunal is concerned that a child in need of an important assessment to access special education for example would be treated on the same level as the request for a lawnmower. For example, if requests are questionable and require more information, the determination clock could be paused. Therefore, the Tribunal finds there is a need to establish clear guidelines on this aspect and will revisit this issue once the parties consult and return to the Tribunal.

[307] Given the current backlog and the Tribunal's clarifications on the term urgent and the Tribunal's other consultation orders, the Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties and seek to co-develop guidelines on this aspect and return to the Tribunal with their options by January 9, 2025.

### **Reimbursements:**

[308] Canada submits that ISC has established service standards for payment of approved Jordan's Principle requests and a variety of mechanisms to process payments. These include direct payments to vendors, acquisition cards, gift cards and contribution agreements. In some regions, ISC has also partnered with third parties to improve payment processing.

[309] Canada submits that in order to increase the efficiency of the reimbursement process, ISC must work directly with the First Nations Parties to find solutions. This will also require that First Nations support ISC in its efforts to ensure that the necessary information is obtained from requesters in a timely manner. This includes supporting invoices, and the establishment of practices and procedures to ensure that the necessary information can be provided and transmitted in a form that can be readily processed by Canada's financial systems.

[310] ISC does not favour imposing a specific timeline. As a reminder, with regard to both First Nations children and their families, it may be an option for ISC to make a direct payment for any requested product, service and support that may be required. With respect to First Nations service providers, ISC agrees that any long-term agreement on Jordan's Principle should address invoice processing issues, possibly by reducing reliance on federally-driven processes and increasing First Nations service providers' capacity.

[311] Canada also submits that ISC also works collaboratively with regional and First Nations partners to support First Nations-led service coordination of Jordan's Principle requests. The Jordan's Principle service coordination function is delivered by one of several service delivery organizations regionally (for example, First Nations communities, Tribal Councils, Health Authorities and Indigenous Non-governmental Organizations), funded through almost 600 separate contribution agreements with ISC.

[312] Canada further submits that ISC is also streamlining payment processes across regions to facilitate automation.

[313] According to Canada, some of the issues raised in the Caring Society's submissions are indirectly related to the backlog problem, such as reimbursement. In some cases, requestors pay for a product, service or support upfront, while in other cases ISC pays vendors directly or purchases gift cards for requestors. While requestors or vendors may have to wait for the reimbursement process to be completed, that issue is separate and apart from the issue of whether the child has received the product, service or support under Jordan's Principle.

[314] ISC submits that paying in advance for certain products, supports or services and seeking receipts or other documentation from the requestor later fully complies with this Tribunal's decisions, which have focused on ensuring that administrative requirements do not prevent a child from receiving the support in a timely manner. ISC is permitted to seek information from requestors after the fact, to confirm that payments made by ISC resulted in the child obtaining the approved product, service or support.

[315] The Caring Society submits that even if ISC regularly abided by its 15-business day timeline, it would still be too long to meaningfully assist families in need who are often living in deep poverty. For example, a 15-business day standard may not meet the urgent needs of children whose guardians may be required to expend significant amounts of money upfront and await reimbursement. Financially vulnerable families, or those fleeing domestic violence and natural disasters, may feel this strain more acutely when, following a Jordan's Principle approval from ISC, they purchase everyday essentials such as clothing, diapers, or food, and must wait 15-business days, or more, to be reimbursed. These families may lack control or certainty over their cash flow and therefore may be unable to "cash manage" when their money is tied up in services, products, or supports that the federal government has agreed to provide pursuant to Jordan's Principle because they are important to their children's needs. As one Indigenous family and child support agency put it, "if [families] had the money, they would not have applied to Jordan's Principle for the assistance."

[316] During Dr. Gideon's cross examination, Panel Chairperson Marchildon and Dr. Gideon shared the following exchange:

THE CHAIR: [...] Would you agree with me that if a family is poor and that's been recognized earlier, and in your evidence that we are -- you're dealing with families that are poor, that could be extremely difficult for them to even advance for three days, seven days and wait for reimbursement, even if it takes the 14 days that you've mentioned? Would you agree that poverty can [make] this very difficult for a family?

DR. GIDEON: I would agree with that, that's why we've set-up some advanced payment options, including gift cards in some context, but there are value limits to those payments. The best is for us to set-up a direct arrangement or, if it's the landlord, we can issue a payment to the landlord. If it's the grocery store and they will take a direct billing from us. Could be Home Depot, right, we set-up arrangements with Home Depot. Like, that is the preferred mechanism for supporting a family that is living in poverty.

[317] The Tribunal finds that a system that requires poor or low-income families to assume the costs of services is essentially displacing Canada's obligations to the people in need of services. Even if for a short time, this may be too onerous for some. In the long-term, this should be fixed. When considering that Jordan's Principle exists to avoid governments or departments within governments fighting over who should pay for the service and rather approve and pay for the service and recover the funds later, it is somewhat strange that it would shift into the government approves but asks First Nations requestors to pay and seek reimbursements later.

[318] In the interim, some solutions must be implemented. The Tribunal finds that Canada has already started to develop solutions and should continue with the assistance of the other parties as part of consultations.

[319] The Tribunal agrees with Dr. Valerie Gideon's preferred mechanism for families living in poverty if this mechanism is available for them.

[320] However, the AFN's evidence demonstrates that the Social Development Sector was contacted by a parent several times between January and May 2023 regarding payment delays that were resulting in extreme financial hardship for the family. The parent noted that requests were approved but payments took several weeks to several months to be received.

[321] Craig Gideon also affirms that the AFN's Social Development Sector was contacted by a parent who had approval to purchase and then be reimbursed for a costly service for

their child through Jordan's Principle. The parent paid for the service on their credit card in September 2023 but was still awaiting reimbursement in March 2024. The balance of the credit card was causing the parent financial hardship. The parent had tried several times to contact ISC to inquire about the status of their reimbursement but was unable to reach anyone through the call centre.

[322] Craig Gideon's evidence is that the Social Development Sector was contacted by a service provider in January 2024 inquiring about the status of a reimbursement for services rendered to clients under Jordan's Principle that were several months past due. After multiple unsuccessful attempts to contact ISC, they sought the AFN's help. The service provider noted that they continued to provide services on good faith but shared concerns about the sustainability of doing so.

[323] Similarly, Craig Gideon affirms that the Social Development Sector was contacted by a different service provider in July 2023 regarding outstanding payments owed by Jordan's Principle for services rendered over 12 months prior, despite multiple attempts to contact ISC.

[324] The Social Development Sector was contacted by a parent in August 2023, who had a request for services approved in March 2023 but the vendor had not yet received payment and was thus not able to render the services.

[325] The Tribunal accepts the AFN's uncontested evidence above. The Tribunal finds it relevant and reliable especially that, while it is hearsay and must be given the appropriate weight, these affirmations originate from the Social Development Sector that has extensive experience in assisting First Nations families' requestors and Jordan's Principle on a regular basis. Nothing in the affiant's affirmations gives this Tribunal reasons to find it unreliable or to give it little to no weight. Moreover, in reviewing the evidence as a whole, Canada did not challenge this specific evidence as opposed to similar evidence provided by the Caring Society.

[326] Canada had the opportunity to cross-examine the other parties' affiants including Craig Gideon and chose not to. While this is not a guarantee that the unchallenged evidence



will be relied upon by the Tribunal, it remains evidence that can be considered and weighed by the Tribunal. The Tribunal finds this evidence supports a finding that some issues with payment reimbursements occurred and caused hardships to some families and some service providers.

[327] The Tribunal finds this concerning and far from the intent of its rulings.

[328] The Tribunal agrees with the Caring Society that Dr. Valerie Gideon's ideas discussed above such as advanced payment options, including gift cards and direct payments, while helpful for some families, as demonstrated by the AFN's examples above, are not currently in place or sufficient for all families.

[329] This raises the question of what happens to parents who do not have the assistance of the AFN or the Caring Society or another organization and are in the same situation as the examples above where they cannot reach anyone at ISC or, even if they reach someone, have to wait for long periods?

[330] In risk-management, complaints or AFN's examples are helpful to improve quality of service and should not be ignored. They are symptomatic of underlying issues in a system.

[331] The AFN submits that the FNLC highlights the issues in terms of payment processing for individuals and service providers and supports the Caring Society's relief sought in relation to same. The AFN agrees that the issue of timely reimbursement is not somehow "separate and apart" from the Tribunal's orders as provided by Canada and, as noted, supports an interim order providing a 10-business day standard for individual reimbursement, and a 15-business day standard for service provider reimbursement.

[332] The Tribunal agrees that the issue of timely reimbursement is not separate and apart from the Tribunal's orders. If families cannot financially support the advance payment costs while they wait to be reimbursed, they may have to stop using the services. As demonstrated above, some have experienced serious hardships in supporting payments and waiting to be reimbursed. In many cases, the timely reimbursement is directly linked to accessing the service, especially if it's on a recurring basis. This risks causing a disruption, delay or inability

to meet the child's needs. Further, this can become a barrier in accessing services for children when Jordan's Principle is meant to remove those barriers.

[333] The Caring Society requests that the Tribunal order interim relief in relation to reimbursement, including within 10 business days for individual requestors and 15 business days for service providers.

[334] The Caring Society submits that the 15-business day service standard does not consider the financial realities of Jordan's Principle requestors, who often cannot wait three weeks for reimbursement. Shorter reimbursement timelines are required to provide certainty, confidence, and public trust in Jordan's Principle, in line with the spirit of the Tribunal's focus on the impacts on First Nations children.

[335] The Caring Society submits that a shorter service standard of five calendar days is required for individual requestors to ensure that families are not put under financial strain. This revised timeline respects the fact that many First Nations families accessing Jordan's Principle do not have the funds to pre-purchase necessary products, services, and supports. It also provides certainty and bolsters trust in Jordan's Principle by reassuring First Nations parents that they will have the supports their children need in-hand at a pre-determined time.

[336] The Caring Society requests an order clarifying that, consistent with 2017 CHRT 14 and 2017 CHRT 35, ISC cannot delay paying for approved services in a manner that creates hardship by imposing a financial or administrative burden on families that risks a disruption, delay, or inability to meet the child's needs.

[337] The Tribunal finds that an order is required to ensure that First Nations families, especially those who are in difficult financial situations, do not experience financial hardships in supporting advance payments in order to receive the services that their children need. This runs contrary to what Jordan's Principle is all about: provide the service and deal with the funding later. In a lot of cases, the advance payments are borne by the requestors themselves rather than ISC or a province or Territory, which for the Tribunal is concerning and is not in line with the Spirit of Jordan's Principle or the Tribunal's orders.

[338] The Tribunal is not applying this analysis to potential false claims, questionable or unreasonable requests that may require further investigation.

[339] The *CHRA* is structured in a way to protect vulnerable groups and provide for special programs, plans or arrangements designed to prevent or eliminate disadvantages suffered by any group of individuals by improving opportunities respecting goods and services:

[340] Special programs

16 (1) It is not a discriminatory practice for a person to adopt or carry out a special program, plan or arrangement designed to prevent disadvantages that are likely to be suffered by, or to eliminate or reduce disadvantages that are suffered by, any group of individuals when those disadvantages would be based on or related to the prohibited grounds of discrimination, by improving opportunities respecting goods, services, facilities, accommodation or employment in relation to that group.

[341] In 2018 CHRT 4, the Tribunal made findings on section 16(1) of the *CHRA* and relied on *National Capital Alliance on Race Relations (NCARR) v. Canada (Department of Health & Welfare)* T.D.3/97, pp. 30-31) and *CN v. Canada (Canadian Human Rights Commission)*, 1987 CanLII 109 (SCC), [1987] 1 SCR 1114, [*Action Travail des Femmes*]). The Tribunal continues to rely on those findings.

[342] As part of their consultations, the parties can discuss solutions for First Nations families that protect their privacy, do not require proof of poverty or cause embarrassing situations for the families.

[343] The Tribunal, pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties to seek to co-develop interim practical and operational solutions supported by rationale and available evidence to redress the hardship imposed on individuals and families (requestors) by reimbursement and payment delays and report back to the Tribunal by January 9, 2025.

[344] The Tribunal, pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, clarifies that

consistent with its orders in 2017 CHRT 14 and 2017 CHRT 35, Canada cannot delay paying for approved services in a manner that creates hardship by imposing a burden on families that risks a disruption, delay or inability to meet the child's needs.

[345] The Tribunal finds the current standard deadlines for service providers to be reasonable if there are no delays. The evidence discussed above confirms that, in some cases, service providers experience long delays that go well beyond the 15 days.

[346] The Tribunal is unaware if ISC's procedures include safeguards against unnecessary delays.

[347] As a matter of good practice, guidelines should be in place to avoid unnecessary delays in reimbursements. Canada will report back to the Tribunal to inform the Tribunal if they have such guidelines/procedures and if so, provide a copy of the guidelines/procedures by December 10, 2024. The Tribunal will revisit this once it has received Canada's information and/or guidelines.

### **Social prescription:**

Social prescribing is a means for trusted individuals in clinical and community settings to connect people who have non-medical, health-related social needs to non-clinical supports and services within the community through a non-medical prescription. Evaluations of social prescribing programs for the pediatric population have demonstrated statistically significant improvements in participants' mental, physical, and social wellbeing and reductions in healthcare demand and costs. Experts have pointed to the particularly powerful impact of social prescribing on children's mental health, suggesting that it may help to alleviate the strain on the overburdened mental health system. Social prescribing shows promise as a tool to move pediatric care upstream by addressing non-medical, health-related social needs, hence why there is an urgent need to direct more attention towards the pediatric population in social prescribing research, policy, and practice. This demands rapid action by researchers, policymakers, and child health professionals to support advancements in this area, (Commentary by Caitlin Muhl, Susan Bennett, Stephanie Fragman and Nicole Racine, Exhibit 1 – 2024 to Ryan Rioux's M.D. affidavit dated March 27, 2024).

[348] With respect to social prescription, the AFN highlights the fact that evidence being uncontested does not necessarily make it good evidence, nor indicative of an approach

which the Tribunal should adopt when it comes to the identification of urgent matters, as put forward by the Caring Society and endorsed by the FNLC without the opportunity to negotiate its role amongst the Parties. Its acceptance in the context of weighing urgency will ultimately undermine the spirit and intent of the Tribunal's existing directions and the principle that "urgent means urgent". The AFN would instead recommend that the Parties consider the role of social prescription in the context of non-urgent Jordan's Principle requests and the negotiations of long-term reform of Jordan's Principle. The AFN would therefore caution the Tribunal in considering social prescription's applicability in the context of weighing the scope of misclassified requests under Back-to-Basics. The Tribunal agrees with the AFN on this point.

[349] Canada objects to this evidence given that it was filed in the Caring's Society's reply evidence and, therefore, it is prejudicial to Canada who was not able to test this evidence, nor provided an opportunity to respond. The Tribunal accepts this and believes that Canada is not prejudiced here given that no order is made based on this evidence.

[350] This information is interesting and could be used by the parties in their consultations. This being said, even if little weight is placed on the information found in the article and affirmed by Ryan Rioux M.D. in regards to requested orders and clarification of the Tribunal's orders, the Tribunal will make a few comments for the benefit of children that are not prejudicial to any party and may assist the parties in their consultations.

[351] Dr. Rioux affirms that, in his own practice, he may recommend enrolment in a sports camp for a child as part of management for childhood obesity. Dr. Rioux may also recommend the removal of mold or carpet in a home in which a child who has poorly controlled asthma lives. Both of these examples would be within the treatment guidelines for these conditions and fall under the concept of social prescribing. Furthermore, in those two examples, paediatricians can look further upstream for the root causes of higher obesity rates and higher rates of asthma in, for example, First Nations communities – and we may find that poor access to healthy foods, poor access to centres that promote activity, and inadequate housing can be the root cause of the higher rates of obesity or asthma.

[352] However, in Dr. Rioux's opinion, a holistic understanding of a First Nations child's individual needs through social prescribing brings to the forefront that many of these needs may be urgent.

[353] For example, a child with Autism Spectrum Disorder may have sensory needs that include visual stimulation in order to self-regulate. For that child, a glowstick may be a tool used by their family to calm them. Additionally, a gaming console that provides a displaced teenager with the ability to reconnect with their online gaming community may provide stability and mental wellness in a time of crisis.

[354] The Tribunal generally agrees that social prescribing which takes into account the social determinants of health is an excellent principle to determine and analyze substantive equality in non-urgent Jordan's Principle cases. The Tribunal accepts that social supports (i.e. social prescribing) are a key tool for redressing those health and social inequities.

[355] However, in urgent cases, there is insufficient evidence and information to support orders given the only reply affidavit and the brief description of examples of urgent cases that are unconvincing. Furthermore, it was not previously considered by this Tribunal to arrive at its findings when the Tribunal made its urgent orders under Jordan's Principle. While the Tribunal is not against exploring such an important process, it is not prudent to include this concept in the current definition of urgent cases at this time. The examples provided by Ryan Rioux M.D. at paragraph 20 of his affidavit mentioned above have merit but do not fit the Tribunal's urgent definition requiring a resolution within 12 hours. In a time of backlogs that may include truly urgent requests that are left unaddressed, it would be unwise to expand the definition of urgent services to include services such as glowsticks to help a child in crisis regulate or a gaming console that provides a displaced teenager with the ability to reconnect with their online gaming community and that may provide stability and mental wellness in a time of crisis under the Tribunal's urgent orders. The Tribunal would need more details and information to decide otherwise for urgent cases.

**Coordination of Federal Programs, gaps analysis, referrals and elimination of gaps and barriers:**

[356] The Tribunal will elaborate at length on this issue given its multiple previous orders and Canada's mischaracterization of the Tribunal's orders and Canada's slow progress on closing gaps in federal programs that are funding services to First Nations children. Canada uses the Tribunal's Jordan's Principle orders to support its position despite the fact that the Tribunal's orders and findings were to be read and implemented together as it will be further explained below.

[357] This issue was raised by Canada as part of the motion/cross-motion proceedings. As mentioned above, Canada asserts that there is a redirection of service requests to Jordan's Principle that may result in ISC duplicating funding in some instances, because ISC cannot service navigate requestors to existing programs such as Non-Insured Health Benefits, on-reserve income assistance or education programming. Being unable to redirect requestors to existing accessible services contributes to the backlog for Jordan's Principle correspondence and requests.

[358] While Canada knows their federal programs and knows best how government systems operate, the evidence established over the years in this case is that Canada is not an expert in efficiently eliminating barriers, gaps, or denials of services to First Nations children and families.

[359] As part of the Tribunal's past rulings, the lack of coordination between social programs, the First Nations Indigenous Health Branch and Health Canada was addressed and eliminating the lack of coordination in federal social programs findings was part of the cease-and-desist order in 2016 CHRT 2. Moreover, the Tribunal's findings and orders address the need to close gaps in federal programs offering services to First Nations children. Some of those findings are reproduced below as a reminder and for ease of reference.

[354] In response, AANDC and Health Canada entered into the *Memorandum of Understanding on the Federal Response to Jordan's Principle* (see Annex, ex. 46 [2009 MOU on Jordan's Principle]; see also testimony of C. Baggley, Transcript Vol. 57 at pp. 9-13, 23, 40-41, 84-85). In the 2009 MOU on Jordan's Principle, signed by an Assistant Deputy Minister for each department, both AANDC and Health Canada acknowledge that they have a role to play in

Jordan's Principle and a shared responsibility in working together to develop and implement a federal response (see at p. 1). The purpose of the memorandum is to act as a guide for the two departments in addressing/resolving funding disputes as they arise between the federal and provincial governments, as well as between the two departments, "...ensuring that services to children identified in a Jordan's Principle case are not interrupted as a result of disputes" (2009 MOU on Jordan's Principle at p. 1).

[355] The memorandum also serves as a guide for AANDC and Health Canada to collaborate on the federal implementation of Jordan's Principle. In this regard, the memorandum indicates that Health Canada's role in responding to Jordan's Principle is by virtue of the range of health-related services it provides to First Nations people, including: nursing services; home and community care; community programs; and, medically necessary non-insured health benefits. AANDC's role in responding to Jordan's Principle is by virtue of the range of social programs it provides to First Nations people, including: special education; assisted living; income assistance; and, the FNCFS Program (see 2009 MOU on Jordan's Principle at pp. 1-2).

[356] Once a possible Jordan's Principle case is identified, the 2009 MOU on Jordan's Principle provides for a review of existing federal authorities and program policies to determine whether the expenditures are eligible under an existing program and can be paid through existing departmental funds. If the dispute over funding arises between the federal and provincial governments, Health Canada and AANDC are to work together to engage and collaborate with the province and First Nations representatives to resolve the dispute through a case management approach. To ensure there is no disruption/delay in service, Health Canada was allocated \$11 million to fund goods/services while the dispute is being resolved (see 2009 MOU on Jordan's Principle at p. 2). The funds were provided annually, in \$3 million increments, from 2009 to 2012. The funds were never accessed and have since been discontinued (see testimony of C. Baggley, *Transcript* Vol. 57 at pp. 123-125).

[357] According to the 2009 MOU on Jordan's Principle, a governance structure has been developed to support communication and information-sharing between the two departments on matters related to Jordan's Principle. This governance structure includes "...supporting the resolution of departmental disputes where HC and AANDC are uncertain or do not agree on which department/jurisdiction is responsible for funding the goods/services based on their respective mandates, policies and authorities" (2009 MOU on Jordan's Principle at p. 2). The governance structure was also established to ensure that funding disputes are addressed and coordinated in a timely manner: timing to address case needs and make decisions being "...crucial to ensuring that funding disputes do not disrupt services provided to a child (2009 MOU on Jordan's Principle at p. 3).



[358] Health Canada and AANDC renewed their *Memorandum of Understanding on the Federal Response to Jordan's Principle* in January 2013 (see Annex, ex. 47 [2013 MOU on Jordan's Principle]). Again, signed by an Assistant Deputy Minister from each department, the 2013 MOU on Jordan's Principle acknowledges that Health Canada and AANDC "...have a role to play in supporting improved integration and linkages between federal and provincial health and social services" (2013 MOU on Jordan's Principle at p. 1). The 2013 MOU on Jordan's Principle now provides that during the resolution of a Jordan's Principle case, the federal department within whose mandate the implicated programs or service falls will seek Assistant Deputy Minister approval to fund on an interim basis to ensure continuity of service.

[359] Ms. Corinne Baggley, Senior Policy Manager for the Children and Family Directorate of the Social Policy and Programs branch of AANDC indicated that the federal response to Jordan's Principle is focused on cases involving a jurisdictional dispute between a provincial government and the federal government and on children with multiple disabilities requiring services from multiple service providers. Furthermore, the service in question must be a service that would be available to a child residing off reserve in the same location (see *Transcript* Vol. 57 at pp. 9-13; see also Annex, ex. 48). While she estimated that approximately half of the cases tracked under the Jordan's Principle initiative involved disputes between federal departments, she indicated that the policy was built specifically around Jordan's case (see *Transcript* Vol. 58 pp. 24-25, 40-41).

[360] The Complainants claim AANDC and Health Canada's formulation of Jordan's Principle has narrowly restricted the principle. Whereas the motion was framed broadly in terms of services needed by children, AANDC and Health Canada's formulation applies only to inter-governmental disputes and to children with multiple disabilities.

[361] On the other hand, AANDC is of the view that Jordan's Principle is not a child welfare concept and is not a part of the FNCFS Program. Therefore, it is beyond the scope of this Complaint. AANDC also argues that the FNCFS Program does not aim to address all social needs on reserve as there are a number of other social programs that meet those needs and are available to First Nations on reserve. Moreover, the FNCFS Program authorities do not allow them to pay for an expense that would normally be reimbursed by another program (i.e. the stacking provisions in the 2012 *National Social Programs Manual* at p. 10, section 11.0). In any event, AANDC argues there is no evidence to suggest that its approach to Jordan's Principle results in adverse impacts.

[362] In the Panel's view, while not strictly a child welfare concept, Jordan's Principle is relevant and often intertwined with the provision of child and family services to First Nations, including under the FNCFS Program. *Wen:De*

*Report Three* specifically recommended the implementation of Jordan Principle on the following basis, at page 16:

Jurisdictional disputes between federal government departments and between federal government departments and provinces have a significant and negative effect on the safety and well-being of Status Indian children [...] the number of disputes that agencies experience each year is significant. In Phase 2, where this issue was explored in more depth, the 12 FNCFSA in the sample experienced a total of 393 jurisdictional disputes in the past year alone. Each one took about 50.25 person hours to resolve resulting in a significant tax on the already limited human resources.  
(Emphasis added)

[363] *Wen:De Report Two* indicated that 36% of jurisdictional disputes are between federal government departments, 27% between provincial departments and only 14% were between federal and provincial governments (see at p. 38). Some of these disputes took up to 200 hours of staff time to sort out: “[t]he human resource costs related to resolving jurisdictional disputes make them an extraordinary cost for agencies which is not covered in the formula” (*Wen:De Report Two* at p. 26).

[364] Jordan’s Principle also relates to the lack of coordination of social and health services on reserve. That is, like Jordan, due to a lack of social and health services on reserve, children are placed in care in order for them to access the services they need. As noted in the *2008 Report of the Auditor General of Canada*, at pages 12 and 17:

4.20 Child welfare may be complicated by social problems or health issues. We found that First Nations agencies cannot always rely on other social and health services to help keep a family together or provide the necessary services. Access to such services differs not only on and off reserves but among First Nations as well. INAC has not determined what other social and health services are available on reserves to support child welfare services. On-reserve child welfare services cannot be comparable if they have to deal with problems that, off reserves, would be addressed by other social and health services.

[...]

4.40 First Nations children with a high degree of medical need are in an ambiguous situation. Some children placed into care may not need protection but may need extensive medical

services that are not available on reserves. By placing these children in care outside of their First Nations communities, they can have access to the medical services they need. INAC is working with Health Canada to collect more information about the extent of such cases and their costs.

[365] The *2008 Report of the Auditor General of Canada*, at page 16, also found that coordination amongst AANDC programs, and between AANDC and Health Canada programs, is poor:

4.38 As the protection and well-being of First Nations children may require support from other programs, we expected that INAC would facilitate coordination between the [FNCFS] Program and other relevant INAC programs, and facilitate access to other federal programs as appropriate.

4.39 We found fundamental differences between the views of INAC and Health Canada on responsibility for funding Non-Insured Health Benefits for First Nations children who are placed in care. According to INAC, the services available to these children before they are placed in care should continue to be available. According to Health Canada, however, an on-reserve child in care should have access to all programs and services available to any child in care in a province, and INAC should take full financial responsibility for these costs in accordance with federal policy. INAC says it does not have the authority to fund services that are covered by Health Canada. These differences in views can have an impact on the availability, timing, and level of services to First Nations children. For example, it took nine months for a First Nations agency to receive confirmation that an \$11,000 piece of equipment for a child in care would be paid for by INAC. (Emphasis added)

[366] For example, a four-year-old First Nations child suffered cardiac arrest and an anoxic brain injury during a routine dental examination. She became totally dependent for all activities of daily living. Before being discharged from hospital, she required significant medical equipment, including a specialized stroller, bed and mattress, a portable lift and a ceiling track system. A request was made to Health Canada's Non-Insured Health Benefits Program requesting approval for the medical equipment. However, the equipment was not eligible under the program and required approval as a special exemption.

[367] An intake form disclosed during the hearing and prepared by provincial authorities in Manitoba, but which accords with AANDC's records of the incident, documents how the case proceeded thereafter (see Annex, ex. 49

[*Intake Form*]; see also Annex, ex. 50; and, testimony of C. Baggley, *Transcript* Vol. 58 at pp. 58-60). Initial contact was made with AANDC on November 29, 2012. A conference call was held on December 4, 2012, where Health Canada accepted to pay for the portable lift, but would “absolutely not” pay for the specialized bed and mattress. On December 19, 2012, the child was discharged from hospital. Over a month later, the specialized bed and mattress were provided, but only as a result of an anonymous donation. In the concluding remarks of the *Intake Form*, where it asks “[p]lease provide details on the barriers experienced to access the required services” it states at page 8:

Health Canada does not have the authority to fund hospital or specialized beds and mattresses. NIHB said “absolutely not”.

AANDC ineligible through In Home Care (only provide for non medical supports) and family not in receipt of Income Assistance Program to access special needs funding.

Southern Regional Health Authority (provincial) was approached but indicated they are unable to fund the hospital bed.

Sandy Bay First Nation does not have the funding or has limited funding and is unable to purchase bed.

Jurisdictions lacking funding authority to cover certain items which result in gaps and disparities.

[368] The lack of integration between federal government programs on reserve, in more areas than only with children with multiple disabilities, is highlighted in an AANDC document entitled *INAC and Health Canada First Nation Programs: Gaps in Service Delivery to First Nation Children and Families in BC Region* (see Annex, ex. 51 [*Gaps in Service Delivery to First Nation Children and Families in BC Region*]). As indicated in the accompanying email message attaching the document, under the subject line “Jordan’s Principle: Parallel work with HC”, the document represents the views of AANDC’s British Columbia regional office, including its Director of Intergovernmental Affairs, and is informed by other experienced officials within the regional office.

[369] The *Gaps in Service Delivery to First Nation Children and Families in BC Region* document indicates at page 1:

The work of the two departments on Jordan’s Principle has highlighted what all of us knew from years of experience: that there are differences of opinion, authorities and resources

between the two departments that appear to cause gaps in service to children and families resident on reserve. The main programs at issue include INAC's Income Assistance program and the Child and Family Services program; for Health Canada, it is Non-Insured Health Benefits program, (emphasis added).

[370] The document goes on to identify gaps based on the first-hand experience of AANDC officials and FNCFS Agencies. For example, once a child is in care, the FNCFS Program cannot recover costs for Non-Insured Health Benefits from Health Canada. In that situation, Health Canada deems that there is another source of coverage (the FNCFS Program); however, AANDC does not have authority to pay for medical-related expenditures. Generally, there is confusion in how to access non-insured health benefits (i.e. where to get the forms; where to send the forms and who to call for questions given the official website does not give contact information) (see *Gaps in Service Delivery to First Nation Children and Families in BC Region* at pp. 1-2).

[371] Dental services are also identified as an area of contention for FNCFS Agencies and First Nations individuals. Even in emergency situations, basic dental care is denied by the Non-Insured Health Benefits program if pre-approval is not obtained. If pressed, Health Canada advises clients to appeal the decision which can create additional delays. When a child in care is involved however, the FNCFS Agency has no choice but to pay for the work (see *Gaps in Service Delivery to First Nation Children and Families in BC Region* at p. 2).

[372] Another medical related expenditure identified as a concern is mental health services. Health Canada's funding for mental health services is for short term mental health crises, whereas children in care often require ongoing mental health needs and those services are not always available on reserve. Therefore, children in care are not accessing mental health services due to service delays, limited funding and time limits on the service. To exacerbate the situation for some children, if they cannot get necessary mental health services, they are unable to access school-based programs for children with special needs that require an assessment/diagnosis from a psychologist (see *Gaps in Service Delivery to First Nation Children and Families in BC Region* at pp. 2-3).

[373] In some cases, the FNCFS Program is paying for eligible Non-Insured Health Benefits expenditures even though they are not eligible expenses under the FNCFS Program (see *Gaps in Service Delivery to First Nation Children and Families in BC Region* at pp. 2-3). This is problematic considering AANDC has to reallocate funds from some of its other programs - which address underlying risk factors for First Nations children - in order to

pay for maintenance costs. Again, as the *2008 Report of the Auditor General of Canada* pointed out at page 25:

4.72 Because the program's expenditures are growing faster than the Department's overall budget, INAC has had to reallocate funding from other programs. In a 2006 study, the Department acknowledged that over the past decade, budget reallocations—from programs such as community infrastructure and housing to other programs such as child welfare—have meant that spending on housing has not kept pace with growth in population and community infrastructure has deteriorated at a faster rate.

4.73 In our view, the budgeting approach INAC currently uses for this type of program is not sustainable. Program budgeting needs to meet government policy and allow all parties to fulfill their obligations under the program and provincial legislation, while minimizing the impact on other important departmental programs. The Department has taken steps in Alberta to deal with these issues and is committed to doing the same in other provinces by 2012.

[374] As mentioned above, AANDC's own evaluations of the FNCFS Program have also identified this issue. The *2007 Evaluation of the FNCFS Program* identified the FNCFS Program as one of five AANDC programs that have the potential to improve the well-being of children, families and communities. The other four are the Family Violence Prevention Program, the Assisted Living Program, the National Child Benefit Reinvestment Program and the Income Assistance Program. According to the evaluation, "[i]t is possible that, with better coordination, these programs could be used more strategically to support families and help them address the issues most often associated with child maltreatment" (*2007 Evaluation of the FNCFS Program* at p. 38). In addition, the evaluation identifies other federal programs for First Nations who live on reserve offered by Human Resources and Social Development Canada, Justice Canada and Public Safety and Emergency Preparedness Canada, along with Health Canada, that also directly contribute to healthy families and communities (see *2007 Evaluation of the FNCFS Program* at pp. 39-45). On this basis, the *2007 Evaluation of the FNCFS Program*, at pages 47-48, proposes three approaches to FNCFS Program improvement:

**Approach A:** Resolve weaknesses in the current FNCFS funding formula, Program Directive 20-1, because in its current form, it discourages agencies from a differential response approach and encourages out-of-home child placements.

**Approach B:** Besides resolving weaknesses in Program Directive 20-1, encourage First Nations communities to develop comprehensive community plans for involving other INAC social programs in child maltreatment prevention. The five INAC programs (the FNCFS Program, the Assisted Living Program, the National Child Benefit Reinvestment Program, the Family Violence Prevention Program, and the Income Assistance Program) all target the same First Nations communities, and they all have a role to play in improving outcomes for children and families, so their efforts should be coordinated and a performance indicator for all of them under INAC's new performance framework for social programs should be the rate of child maltreatment in on-reserve First Nation communities.

**Approach C:** In addition to approaches A and B, improve coordination of INAC social programs with those of other federal departments that are directed to First Nations on reserve, for example health and early childhood development programs. With greater coordination and a stronger focus on the needs of individual communities, these programs could make a greater contribution to child maltreatment prevention, and could be part of a broader healthy community initiative.

[375] Similarly, the *2010 AANDC Evaluation of the Implementation of the EPFA in Alberta* found several jurisdictional issues as challenging the effectiveness of service delivery, notably the availability and access to supportive services for prevention. In 2012, the *AANDC Evaluation of the Implementation of the EPFA in Saskatchewan and Nova Scotia* found that “[t]here is a need to better coordinate federal programming that affects children and parents requiring child and family services” (at p. 49). The *AANDC Evaluation of the Implementation of the EPFA in Saskatchewan and Nova Scotia*, at page 49, goes on to state:

It is clear that the FNCFS Program does not and cannot work in isolation from other programming. Too many factors affect the overall need for child and family services programming, and it would be unrealistic to assume that agencies can fully deliver services related to all of them. AANDC could improve its efficiency by having a better understanding of other AANDC or federal programming that affect children and parents requiring child and family services and facilitating the coordination of these programs. Economic development, health promotion, education and cultural integrity are key areas where an integration of programming and services has been noted as potentially addressing community well-being in a way that is

both effective and necessary for positive long-term outcomes, and ultimately a sustained reduction in the number of children coming into care.

(...)

[379] Jordan's Principle is designed to address issues of jurisdiction which can result in delay, disruption and/or denial of a good or service for First Nations children on reserve. The 2009 and 2013 Memorandums of Understanding have delays inherently built into them by including a review of policy and programs, case conferencing and approvals from the Assistant Deputy Minister, before interim funding is even provided. It should be noted that the case conferencing approach was what was used in Jordan's case, sadly, without success (see testimony of Dr. Cindy Blackstock, *Transcript* Vol. 48 at p. 104).

[380] It also unclear why AANDC's position focuses mainly on inter-governmental disputes in situations where a child has multiple disabilities requiring services from multiple service providers. The evidence above indicates that a large number of jurisdictional disputes occur between federal departments, such as AANDC, Health Canada and others. Tellingly, the \$11 million Health Canada fund to address Jordan's Principle cases was never accessed. According to Ms. Baggeley, the reasons for this were that the cases coming forward did not meet the criteria for the application of Jordan's Principle; or, were resolved before having to access the fund (see *Transcript* Vol. 57 at pp. 123-125).

[381] In the Panel's view, it is Health Canada's and AANDC's narrow interpretation of Jordan's Principle that results in there being no cases meeting the criteria for Jordan's Principle. This interpretation does not cover the extent to which jurisdictional gaps may occur in the provision of many federal services that support the health, safety and well-being of First Nations children and families. Such an approach defeats the purpose of Jordan's Principle and results in service gaps, delays and denials for First Nations children on reserve. Coordination amongst all federal departments and programs, especially AANDC and Health Canada programs, would help avoid these gaps in services to First Nations children in need.

[382] More importantly, Jordan's Principle is meant to apply to all First Nations children. There are many other First Nations children without multiple disabilities who require services, including child and family services. Having to put a child in care in order to access those services, when those services are available to all other Canadians is one of the main reasons this Complaint was made.

...



[391] Furthermore, in areas where the FNCFS Program is complemented by other federal programs aimed at addressing the needs of children and families on reserve, there is also a lack of coordination between the different programs. The evidence indicates that federal government departments often work in silos. This practice results in service gaps, delays or denials and, overall, adverse impacts on First Nations children and families on reserves. Jordan's Principle was meant to address this issue; however, its narrow interpretation by AANDC and Health Canada ignores a large number of disputes that can arise and need to be addressed under this Principle.

...

[458] Non-exhaustively, the main adverse impacts found by the Panel are:

(...) The failure to coordinate the FNCFS Program and other related provincial/territorial agreements with other federal departments and government programs and services for First Nations on reserve, resulting in service gaps, delays and denials for First Nations children and families.

The narrow definition and inadequate implementation of Jordan's Principle, resulting in service gaps, delays and denials for First Nations children.

...

[481] (...) AANDC is ordered to cease its discriminatory practices and reform the FNCFS Program and 1965 Agreement to reflect the findings in this decision. AANDC is also ordered to cease applying its narrow definition of Jordan's Principle and to take measures to immediately implement the full meaning and scope of Jordan's principle.

[360] Canada admitted at the motions' hearing that the Jordan's Principle operation, as ordered by this Tribunal, is a completely new path for them. In all fairness, after multiple orders over the years, they have done a great job approving millions of services to First Nations children and families. This is to be celebrated. The complete story is told when a review of all the findings and supporting evidence from this Tribunal in the multiple rulings is achieved. This is what the Tribunal is keeping in mind in assessing the effectiveness of its orders and the level of implementation achieved.

[361] Many years after the Jordan's Principle definition and consent orders in 2017 CHRT 14 and 35, Canada was still denying sufficient capital funding for buildings needed to support

Band Representatives and Jordan's Principle: 2021 CHRT 41. The Chiefs of Ontario brought the issue to the Tribunal because Canada was not in agreement with them. This required the Tribunal's intervention. All parties except Canada agreed that capital funds were often required for the purchase of buildings to offer Jordan's Principle but Canada refused.

[362] Canada needed to be ordered to fund those services to ensure that children would not be denied the services. Even when Canada was fully aware of the gaps and put on notice by numerous First Nations, Canada did not always act without orders.

[63] Further, the Tribunal ordered a complete reform of the FNCFS Program to cease and desist from the discriminatory practice found in the decision including to move away from the lack of coordination of federal programs causing gaps, denials and delays in services to First Nations children and families.

...

[65] Canada's expressed its goal to move away from Canada's previous approach to programs that the Tribunal found to be working in silos. Canada stated it is focusing on a holistic, intersectional and First Nation community driven approach which if fully implemented would address the systemic racial discrimination found by the Tribunal and would align with the United Nations Declaration on the Rights of Indigenous Peoples in the long-term. The Panel entirely agrees with this goal if it materializes.

...

[67] This is the ideal approach as long as the systemic racial discrimination is satisfactorily addressed and communities and agencies are not denied when they express real measurable needs connected to service delivery including during transition (...), (2021 CHRT 41, at paras. 63, 65 and 67).

[363] The Tribunal is familiar with submissions from Canada such as the one in the motions stating that they have complied with orders and should be left alone to continue their work. The Tribunal is seeing similar arguments from Canada in the motions than the ones already argued in previous motions. Of note, Canada relied on the need to consult with First Nations while denying justified requests made by First Nations. This is something that the Tribunal considers in assessing the effectiveness of its orders.

[364] Furthermore, the Tribunal found in 2021 that Canada was falling short including on Jordan's Principle and needed to improve. The Tribunal's previous findings inform the issues in the motions and Canada's argument that services requests that could be addressed by other federal programs are redirected into Jordan's Principle:

[102] In sum, Canada submits that it has complied with the Tribunal's orders and there are no outstanding issues of compliance. There is no evidence of ongoing discrimination. The motion for non-compliance should be dismissed. Canada should be given time to follow the democratic structures in place to ensure the accountability of public funds. Further, Canada should be provided an opportunity to continue the current system that involves collaboration with Indigenous governing bodies.

...

[113] Canada contends that a long-term capital plan requires ongoing consultation and time. Consultation is ongoing on this issue and it is important that the consultation involves First Nation communities.  
(2021 CHRT 41)

[179] This structure is a governmental choice in the way it functions and administers programs. Since the *Merit Decision*, INAC became ISC and a major merger and reorganization was made. While it may have addressed some issues identified in the *Merit Decision*, the Panel is still presented with arguments from Canada that show the silo mindset is still present. In Canada's submissions responding to the purchase or construction of capital assets that support the delivery of FNCFS services motion, a focus is made on the Community Infrastructure Program instead of the FNCFS Program and its Terms and Conditions or the findings made in the *Merit Decision*. The Panel was clear in the *Merit Decision* that reform needed to be informed by the findings in the *Merit Decision*. Major Capital was part of those findings.

...

[194] The history in this case and the evidence demonstrate that when Canada applies criteria and uses discretion, it is not necessarily using a substantive equality lens responsive to real needs of First Nations children and families.

...

[237] This ruling and orders are necessary given that the *Act respecting First Nations, Inuit and Métis children, youth and families* only refers to funding in the Preamble and does not guarantee adequate funding according to specific

needs of Nations. While the legislation refers to substantive equality, no link is made between funding according to need and substantive equality in the obligations. The Panel will possibly revisit this with the parties' assistance as part of the long-term phase and reform implementation. This being said, the Panel believes that if sustainable and adequate funding is provided to First Nations who decide to exercise jurisdiction over child and family services, it is the best possible outcome for those children, families and Nations. This option is included in 2018 CHRT 4 orders.

...

[261] ...

**Jurisdiction to issue orders for purchase and/or construction of capital assets that support the delivery of Jordan's Principle services**

Jordan's Principle services are part of this claim and have been the subject of numerous orders by the Tribunal in these proceedings. Divorcing the services from provincial requirements for safe, confidential spaces to offer the services would amount to discrimination. It would also perpetuate gaps, denials and delays in hindering the delivery many services that can only be offered indoors. In other words, denying funding for safe, confidential and culturally appropriate spaces respecting provincial requirements would be the equivalent of refusing services otherwise allowed under Jordan's Principle.

...

[279] The argument of looking into other programs to delay or deny funding for building purchase or construction does not stand here. Canada ought to look at Nation specific building needs and requests at the time they are made not the time all First Nations have been consulted and have provided their views as this is unfair to First Nations that have pressing needs and are ready to proceed.

[280] For Jordan's Principle, Canada ought to provide a holistic view as to how it will respond to those needs and eliminate barriers, especially if those barriers arise from the administrative divide of federal programs. If building purchase or construction can accommodate social services under the FNCFS Program, Jordan's Principle services and early childhood intervention and others, this is ideal. This should only be done when it is possible. In the end, the FNCFS Agencies and First Nations communities decide on their plan.

[281] Canada was ordered to cease and desist its discriminatory practices including this one. Multiple arguments pointing to other federal programs that are specialized in community infrastructure or ongoing discussions does not convince the Tribunal that real needs of First Nations children and families are met.

...

[298] With respect, the need for sufficient office space to offer services is so intertwined with the actual provision of services and so self-explanatory, the Panel did not envision the need for orders in that regard at the time. While there clearly was a timeframe to adapt to a large influx of new cases following the 2017 orders, we are now in the latter part of 2021. Canada continuously submits it should be given latitude to comply to remedy the systemic discrimination. This is a clear example where too much latitude risks perpetuating the unnecessary delays resulting in systemic discrimination. Moreover, the lack of sufficient funding for buildings to offer services on-reserve constitutes denials contravening the Tribunal's orders under Jordan's Principle.

...

[304] Given this concern, the Panel considers that one way that Canada can demonstrate that it is on track to comply with the Tribunal's orders would be for it to expeditiously engage in adequate consultations in regard to building needs for FNCFS Agencies and First Nation communities including with the parties in this case and prepare a plan with specific targets and deadlines to complete those consultations. In the Panel's view, Canada should be in a position to share this plan within three months of today's date or as otherwise agreed by the parties. An appropriate plan would be highly detailed with clear steps and goals. Through these details, the plan would demonstrate how Canada is being responsive to the Tribunal's orders including addressing the lack of coordination between federal programs affecting First Nations children, substantive equality, the challenges faced and solutions envisioned.

[365] On multiple occasions, the Panel Chair asked Canada's witnesses about their plan to eliminate the gaps and the lack of coordination in federal programs offered to First Nations children. A clear detailed plan with targets and deadlines was never provided. This is concerning when the Tribunal now hears from Canada that it believes federal programs may be responsive to several Jordan's Principle requests.

[366] Dr. Gideon, in response to the Panel chair's question on whether the department has done any systemic analysis on the other programs and how they would bridge gaps for

children, testified that ISC had started a systemic analysis of the gaps in federal programs around 2022 but she was unsure if it has been completed. Dr. Gideon deferred to Ms. St-Aubin for more information.

[367] In her revised affidavit, Candice St-Aubin affirmed that growth in the volume of requests and level of expenditures is forecasted to continue, as First Nations families increasingly turn to Jordan's Principle for essential products, services and supports. However, responding only through growth in the federal implementation of Jordan's Principle could have unintended consequences, such as inadvertently shifting funds and services away from First Nations led programs thereby creating a greater dependency on Jordan's Principle. Maintaining the current federal implementation approach also facilitates prioritizing federal decision-making over that of First Nations in the delivery of services to First Nations children. While the current approach is based on Tribunal orders, a response solely through operational growth does not address gaps in products, services and supports through core programming or community level service delivery.

[368] The Tribunal agrees with this statement; however, the Tribunal never directed a response based only on growth in the federal implementation of Jordan's Principle. On the contrary, the Tribunal directed an analysis of the gaps in an effort to close them and the need for proper coordination amongst the federal programs since the evidence demonstrated the lack of coordination and the existence of gaps. The Tribunal has always been in favour of First Nations community programs responding to First Nations children's needs as long as they had the sufficient resources to do so. In other words, Canada cannot off-load its legal responsibilities on First Nations if they lack the resources to offer the services. This is in the best interest of First Nations children.

[369] Canada submits that the continued expansion of the public service for Jordan's Principle administration may shift funds and services away from existing First Nations programs, prioritize federal decision-making over First Nations decision-making, and fail to allow supports for First Nations children to be provided through core programming or community level service delivery. This is not in the best interests of First Nations children.

[370] As stated by Dr. Gideon during her cross-examination, some of the potential negative consequences of focusing on growth in the public service include:

- a. investing in the public service instead of investing in First Nations capacity;
- b. competing with First Nations to recruit staff; and
- c. competing with First Nations to recruit contractors and service providers, leading to bidding wars and increased fees for services needed by First Nations children.

[371] The Tribunal entirely agrees Dr. Gideon on this point.

[372] Ms. St-Aubin further affirms that looking forward, it is incumbent upon ISC to fulfill its legislative mandate to work collaboratively with partners to improve access to high quality services and to support and empower Indigenous peoples to independently deliver services and address the socio-economic conditions in their communities. The ultimate goal is to transfer funds and control to First Nations communities and organizations for culturally appropriate and comprehensive service delivery to First Nations children.

[373] The Tribunal entirely agrees with this if First Nations communities and organizations have the sufficient sustainable resources to thrive and to offer culturally appropriate and comprehensive service delivery to First Nations children.

[374] During Ms. St-Aubin's cross-examination, counsel David Taylor for the Caring Society read the following two paragraphs of the Tribunal's 2017 Jordan's Principle ruling:

With regard to the AFN's submission that Canada has not yet developed an internal understanding of what the gaps in federal funding to First Nations children are, the Panel notes that the Jordan's Principle – Child First Initiative presentation, presented to the Innu Round Table on October 6, 2016 (Affidavit of Cassandra Lang, January 25, 2017, Exhibit 2, Annex I), under "Implementation Points" at page 12, states: "Conducting a province by province gap analysis of health and social services for on-reserve children with disabilities" (see also Health Canada, Jordan's Principle – Child First Initiative, presentation dated October 12, 2016 (Affidavit of Cassandra Lang, January 25, 2017, Exhibit 2, Annex I, at p. 12), (2017 CHRT 14, at para. 105).

There are no timelines indicated for when this analysis will be completed and, based on the Panel's reasoning above regarding Canada's definition of Jordan's Principle, the analysis will need to be broadened beyond "on-reserve children with disabilities." The information that is collected must reflect the

actual number of children in need of services and the actual gaps in those services in order to be reliable in informing future actions, (2017 CHRT 14, at para. 106).

[375] Ms. St-Aubin was asked if she was aware that at the same time that the Tribunal was setting the timelines, the Tribunal was calling for this gaps analysis to happen and be done in a broader way. Ms. St-Aubin was also asked if she agreed that the gap analysis was called for by the Tribunal panel to be done on an expedited basis:

Q. But there was, as early as 2017, calls from the panel to take on this kind of gap analysis approach on a on a more expedited basis. Would you agree with that?

A. Yes.

[376] Ms. St-Aubin was also asked questions about the Tribunal's previous rulings:

So again, would you agree this is another example of the panel kind of calling for that more comprehensive approach?

A.  
Yes

[377] When asked if she agreed that the panel was not calling for a response solely through operational growth but also gap closing, Ms. St-Aubin agreed that this was the direction asked in the Tribunal's orders.

[378] Ms. St-Aubin admitted that ISC was supposed to be looking into gaps and do an analysis.

[379] When asked about her affidavit where she affirms that: "ISC is leading a project to systematically identify the present overlaps, gaps, and/or opportunities for ISC funded community-based programs to provide similar access to the most frequent Jordan's Principle requests". Ms. St-Aubin testified that this was underway, however she could not confirm if it was completed or when it would be completed.

[380] Further, counsel for the Caring Society asked Ms. St-Aubin about the panel chair's question to Dr. Gideon in the context of socioeconomic supports and issues of poverty, about whether the department had undertaken a systemic analysis of other programs and



whether they could bridge gaps. Dr. Gideon noted that is something that started in 2023 and that Ms. St- Aubin might be able to speak to this.

[381] Counsel for the Caring Society asked: Does this sound like the project you're referring to at paragraph 77 [in her affidavit]? Ms. St-Aubin replied that it seems to align with that.

[382] The Tribunal finds that while the gaps analysis is underway and a first phase of the IFSD has been completed, the gaps analysis has not been completed 8 years after the Tribunal's *Merit Decision* and 7 years after the Tribunal's Jordan's Principle specific rulings and orders in 2017 CHRT 14 and 35.

[383] Without sufficient evidence that Canada has in fact done or has completed a thorough evaluation of federal programs that are intended to respond to First Nations children's real needs and gaps in services, the same questions and findings from the *Merit Decision* remain. Only a proper and complete evaluation that analyzes all federal programs offered to First Nations children and clearly identifies gaps or overlaps will establish this. This evaluation would be in the best interest of First Nations children and families and would also be responsive in the assessment of Jordan's effectiveness and costs.

[384] Moreover, other federal programs may use an eligibility criterion that is different and less inclusive than that of the Tribunal's eligibility criteria ordered in 2020 CHRT 20. Federal programs may be more in line with the *Indian Act*, therefore excluding non-status First Nations children who are recognized by their First Nations. The latter is included in the eligibility criteria under Jordan's Principle as ordered by this Tribunal and challenged by Canada who strongly disagreed, but it was upheld by the Federal Court.

[385] Furthermore, when the AFN was asked by the Panel Chair who was referring to the evidence in this case, what their position on other federal programs was, their answer was that there are inequities in all of them but that if another federal program can be responsive, it should be accessed. The Tribunal is not taking the AFN's position as evidence that there are in fact inequities in all federal programs - this is not the objective. In this case a few programs were found to have unreasonably denied services to First Nations children and this forms part of the evidence supporting the Tribunal's orders. The Tribunal agrees there

may be other responsive federal programs for some of the Jordan's Principle requests. However, the Tribunal, considering the previous findings in this case, some referenced above, is not convinced that they are easily accessed and that there are no barriers in terms of eligibility. Further, the Tribunal had to order the publicity of Jordan's Principle to inform First Nations families on how to access Jordan's Principle services.

[386] Moreover, Craig Gideon, Interim Chief Executive Officer since March 21, 2024 and former Senior Director of the Social Branch, affirmed in his March 22, 2024 amended affidavit, that regarding the increase in requests to Jordan's Principle, the AFN is deeply concerned by the volume of Jordan's Principle requests. The AFN notes that the flood in applications highlights deep, systemic gaps and barriers to accessing federal supports elsewhere. The AFN remains concerned by reports of denials of urgent requests for life necessities, including housing, utilities and transportation, for example. In the AFN's view, the volume of requests to Jordan's Principle to provide for such necessities is a symptom of Canada's discriminatory underfunding of other programs and services for housing, clean drinking water, infrastructure and transportation, accessibility, income assistance, etc. Jordan's Principle alone cannot solve the systemic discrimination and challenges in other programs and services, and reform of ISC and other federal departments is imperative to reduce the high volume of requests to Jordan's Principle.

[387] In 2022 CHRT 8, the Tribunal received evidence from the parties and made findings (see for example, paras. 74-93, 142 and 160). In terms of coordination and closing gaps in Federal Programs, the Tribunal made specific findings some are reproduced below:

[90] As set out in Ms. Wellman's affidavit of March 7, 2022:

Moreover, the AFN Chiefs-in-Assembly unanimously supported the Spirit Bear Plan during the 2017 Special Chiefs Assembly through AFN Resolution 92/2017, Support the Spirit Bear Plan to End Inequities in all Federally Funded Public Services for First Nations Children, Youth and Families, attached to [Stephanie Wellman's affidavit dated March 7, 2022] as "Exhibit R".

[91] The Spirit Bear Plan is set out as Exhibit J to Dr. Blackstock's affidavit dated March 4, 2022 and as Exhibit Q to Stephanie Wellman's affidavit dated March 7, 2022:

Spirit Bear calls on:

1 CANADA to immediately comply with all rulings by the Canadian Human Rights Tribunal ordering it to immediately cease its discriminatory funding of First Nations child and family services. The orders further require Canada to fully and properly implement Jordan's Principle ([www.jordansprinciple.ca](http://www.jordansprinciple.ca)). all federally funded public services provided to First Nations children, youth and families

2 PARLIAMENT to ask the Parliamentary Budget Officer to publicly cost out the shortfalls in all federally funded public services provided to First Nations children, youth and families (education, health, water, child welfare, etc.) and propose solutions to fix it.

3 GOVERNMENT to consult with First Nations to co-create a holistic Spirit Bear Plan to end all of the inequalities (with dates and confirmed investments) in a short period of time sensitive to children's best interests, development and distinct community needs.

4 GOVERNMENT DEPARTMENTS providing services to First Nations children and families to undergo a thorough and independent 360° evaluation to identify any ongoing discriminatory ideologies, policies or practices and address them. These evaluations must be publicly available.

5 ALL PUBLIC SERVANTS, including those at a senior level, to receive mandatory training to identify and address government ideology, policies and practices that fetter the implementation of the Truth and Reconciliation Commission's Calls to Action.

[92] The Panel notes that included in the MMIWG report, *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*, filed in evidence in support of this motion, there is a specific call to justice concerning the Spirit Bear Plan:

12.13. We call upon all governments and child welfare agencies to fully implement the Spirit Bear Plan.

[93] Furthermore, Canada publicly accepted the MMIWG report and findings. Consequently, the Panel believes this should inform long-term reform.

...

[103] Furthermore, in its *Merit Decision* and subsequent rulings, the Panel stressed the importance of ceasing the mass removal of First Nations children from their homes, families, communities and Nations now. The Panel made clear that the discriminatory underfunding, especially the lack of funding for prevention including least disruptive measures was a big part of the issue. However, it was never the sole issue that led to findings of systemic discrimination. Other structural and systemic changes ought to be made for the Panel to consider the systemic discrimination is eliminated in the long-term.

[388] The Tribunal agrees that the best programs are First Nations designed and delivered, if the First Nations have all the resources they need. However, given Canada's own evidence that it will still remain involved in Jordan's Principle, reforming its federal programs offered to First Nations children and properly coordinating them to ensure there are no gaps, denials and delays is necessary to improve Jordan's Principle service delivery.

[389] During her cross-examination, Dr. Gideon explained her views on Canada's continued role in Jordan's Principle:

I've always said that I think because of the off-reserve component and the rising number of off-reserve requests, which isn't captured in IFSD's report, but is captured in the deep dive 2021-22 administrative data with 52 per cent of individual requests came from off-reserve individuals. Although, I fully respect and support First Nations wanting to serve their members off reserve, I think realistically it will be a challenge to be able to make all of those service delivery connections. So, I believe, this is my opinion, that the federal government will need to continue, or someone that is designated, would need to continue to be able to receive individual requests, particularly because of individuals that are living (inaudible/off mic).

[390] The Tribunal, given the above, rejects Ms. St-Aubin's response to AFN counsel, Ms. Kassis's question concerning the Spirit Bear plan being outside or not of the four corners of the complaint before the Tribunal. Furthermore, as mentioned above, Ms. St-Aubin lacked the necessary knowledge of the Tribunal's rulings and of the evidence supporting previous orders to provide a reliable response to this question.

[391] During her cross-examination Dr. Gideon provided a meaningful response on the Spirit Bear Plan, the AFN Chiefs-in-Assembly and gap closing:

Q.  
(...) in terms of the gap closing and finding other pathways to services.  
Would you agree that the Spirit Bear Plan that was passed by Chiefs-in-Assembly in 2017 spoke to a lot of those themes and elements well?  
A.  
I would agree.

[392] In September 2022, the Institute of Fiscal Studies and Democracy at the University of Ottawa (IFSD) provided a report to Canada and the parties and forms part of the evidence before the Tribunal. The Tribunal finds this report relevant and reliable and that it provides a path forward that the Tribunal agrees with if it is accepted by First Nations as part of long-term reform of Jordan's Principle. If not, their inherent rights should be respected. However, for Canada, who will continue to have a role in Jordan's Principle, this report remains relevant.

[393] The IFSD's report, titled, Data assessment and framing of an analysis of substantive equality through the application of Jordan's Principle, September 1, 2022 is attached as Exhibit J to the amended affidavit of Craig Gideon, dated March, 22, 2024. The Tribunal agrees with the findings of the report and finds it is entirely in line with the Tribunal's vision of substantive equality and approach in this case and mentioned above. Canada cannot implement Jordan's Principle without assessing the gaps in other federal programs and then rely on the existence of those programs to limit access to Jordan's Principle. It might have been different if Canada had started its analysis of the federal programs when the Tribunal made its orders to eliminate gaps and the lack of coordination in federal programs that impact service delivery in 2016 or 2017 or even in 2021 when the Tribunal made its orders. The Tribunal made further findings on this point in 2021 CHRT 41:

[56] Nevertheless, it may be less compelling for Cabinet and Treasury Board to approve authorities if there is a belief that other programs may be responsive to needs. However, to date while efforts are made to collect information, the information remains unclear on the elimination of the lack of coordination found that impacts service delivery. There is insufficient evidence about different programs offered to First Nations children and families on-

reserve and how each really address the real needs of children and families. In other words, the Tribunal is unaware of the existence of a completed thorough analysis of all programs on-reserve, how they interrelate, intersect and ensure that there are no gaps in services to First Nations children. There is insufficient evidence to date to establish that the gaps in services to First Nations children and families on-reserve or ordinarily on reserve have all been addressed and accounted for by other programs when the FNCFS Program's authorities do not include items or place a funding cap. The Tribunal raises this point to illustrate that referring to other programs when a legitimate request is made for service delivery may not be sufficiently responsive to the Tribunal's orders (...).

[394] The Tribunal in 2022, made additional findings to that effect as explained above. This could have assisted in focusing Jordan's Principle and closing gaps based on the real needs of First Nations children and families.

[395] The IFSD report concluded as follows:

As with any major program change, implementation will take time. The gaps in programs are broad and would benefit from bottom-up cost analysis immediately. Addressing the gaps in programs could then be triaged based on areas of need. While it would be desirable to have programs change in tandem, the likelihood of broad-based programmatic change would be resource intensive and potentially, challenging for the department to manage. Identifying acute areas of need based on requests and gap analysis, the department and First Nations could work to develop an approach to remedying inequities in services.

If gaps are closed in existing programs through the Spirit Bear Plan, it is expected that recourse to Jordan's Principle should decline. This is not to suggest that needs will be eliminated or change quickly, but that the nature of requests through Jordan's Principle should change, trending toward exceptional circumstances. Substantive equality through Jordan's Principle is achievable. It requires recognizing, quantifying, and addressing existing gaps in programs and services.

This analysis of Jordan's Principle should serve as a warning sign. In its current form, Jordan's Principle's serves as evidence of the broader gaps in programs and services for First Nations children. A long-term sustainable approach for Jordan's Principle will require remedying existing gaps in adjacent program areas to ensure recourse to Jordan's Principle is a last resort and not a first (or only) source of products and services.

ISC programs would benefit from renewal and restructuring to align to the provision of substantive equality. Programs to reduce gaps by equalizing points of departure will require new governance relationships with First Nations, linking actual needs and realities to program design.

The cost of inaction on Jordan's Principle is high for First Nations children and Canada. A long-term sustainable approach should be premised on a clear understanding of root causes of need in First Nations.

Governments typically do not design programs without ceilings, unless in an emergency situation or when there is an unknown or undefined end to the matter, e.g., war. When there is clarity around an outcome, funding and program parameters should frame the approach. Closing underlying gaps in services in First Nations would ensure Jordan's Principle can work as it was originally intended, by serving as recourse in exceptional circumstances (pp.76-77).

[396] With the above in mind, the Tribunal is cautious when told by Canada that other federal programs may address the needs of First Nations children instead of Jordan's Principle. The Tribunal is not saying this is not the case. Rather the Tribunal is saying that if this is the case, ISC should demonstrate how they arrive at this conclusion and that the systemic discrimination found is ceased and is not reoccurring. When answering this question, the high number of approved Jordan's Principle requests is demonstrating the magnitude of the needs but not necessarily how those needs would be addressed by other programs, especially since many examples in the evidence over the years demonstrated the opposite.

[397] Canada was made aware of the above over the years and has not demonstrated that it has fully complied. Canada now raises this very issue in support of its cross-motion seeking further orders. This prompts the Tribunal to have further questions and make orders for a detailed report including a plan, specific targets, deadlines for implementation and the dates when the implementation targets have to be met, to ensure that any orders made to refer requestors to other federal programs are in the best interest of First Nations children. Did Canada accept the IFSD's report referred to above? If so, did Canada act on the report's recommendations and, if so, in what ways?

[398] The Tribunal agrees to allow Canada under Jordan's Principle to refer requestors to other federal services however, given the large evidentiary record that children experienced gaps, delays, denials and interdepartmental disputes it is prudent, to ensure that safeguards are put in place to avoid what happened to First Nations children in the past which Canada was ordered to pay compensation for (see 2019 CHRT 39, 2022 CHRT 41 and 2023 CHRT 44).

[399] Such further and other relief that the circumstances may require and this honourable Tribunal may permit was included in the motion and cross-motions' order requests sections. This order falls in this category to ensure the Tribunal's orders are effectively implemented.

[400] Jordan's Principle was clearly defined by this Tribunal as having a substantive equality objective which also accounts for intersectionality aspects of the discrimination in all government services affecting First Nations children and families. The Tribunal has the authority to make further orders to ensure that the orders are effective in eliminating the systemic discrimination found.

#### **First Nations-led service coordination.**

[401] Dr. Gideon's evidence describes First Nations-led service coordination under Jordan's Principle. She affirms that, in addition to processing Jordan's Principle requests itself, ISC also works collaboratively with regional and First Nations partners to support First Nations-led service coordination.

[402] The Jordan's Principle service coordination function is delivered by one of several regional service delivery organizations (for example, First Nations communities, Tribal Councils, Health Authorities and Indigenous Non-governmental Organizations).

[403] There are a variety of service delivery organization models across the regions to address individual community needs. Generally speaking, the service coordination function supports families as they navigate systems, linking them to existing resources, and informing regional focal points of identified service gaps to help facilitate access to support children.



[404] ISC currently has 599 contribution agreements in place with First Nations and other organizations across Canada.

[405] As just one example, and as noted above, ISC's Alberta region has a contribution agreement in place with FNHC, which is a partnership of 11 First Nations from each Treaty area in Alberta. ISC funds FNHC to support service coordination in Alberta.

[406] Regional service coordinators provide navigation support throughout the Jordan's Principle application process. Regional Service Coordinators also have in-depth knowledge of the other services that may be available at the community level and would benefit the child to ensure a continuation of supports and services are available.

[407] Currently, the Alberta Region also has Contribution Agreements in place with approximately 123 recipients, including First Nations Communities, School Districts/Schools, and other Indigenous and non-Indigenous Partners.

[408] Moreover, the Caring Society submits that Back to Basics specifically contemplates connecting families to First Nations Service Coordinators, who are recognized as having detailed knowledge of available services at the community level and can assist with future requests. Referrals to existing services are also consistent with the Tribunal's order in 2017 CHRT 35.

### **ISC Programs process**

[409] Dr. Gideon affirms that all ISC Programs (e.g. Non-Insured Health Benefits, Education, Mental Wellness, etc.) must put into place a process to expeditiously refer any requests for First Nations children received by the existing ISC program to a Jordan's Principle Focal Point where the request is not covered by the existing program. Focal Points receiving requests transferred from existing programs are to evaluate and determine requests according to CHRT timelines and the Standard Operations Procedures.

[410] Requests known to be covered by existing ISC programming (e.g. Non-Insured Health Benefits, Mental Wellness, Education, Maternal Child Health, etc.) are processed in the following manner, only if they can be processed within CHRT Timelines:

- Send request to the Regional or National Directorate of the existing program for review (Contact List to come), in order to: Seek coverage:
  - If approved under existing program:
    - Focal Point to communicate this to requester.
    - Existing program to process request through their systems.
    - An approval from an existing program indicates a closed case to the Focal Point and is to be tracked as a Jordan's Principle request funded under existing programs; or
  - If the request is denied, or if a denial has already taken place by existing program:
    - Focal Point will evaluate and determine the request under Jordan's Principle.
    - Document the denial in the case file by appending either the denial letter, an email from existing program confirming the denial, or written documentation that the program has verbally confirmed denial with Focal Point.

[411] Dr. Gideon further affirms that the burden must not be placed on the requester to navigate through existing ISC programs. A referral to an existing program by a Focal Point is not permitted if doing so will breach the timeframes for determination in the CHRT Orders, as this is considered administrative case conferencing.

[412] The Tribunal finds this demonstrates improvements in service coordination and some level of accessibility to services in First Nations communities or via federal programs facilitated by service coordinators and focal points. The Tribunal believes that this is very positive. However, the Tribunal does not have sufficient evidence to determine their effectiveness to ensure that First Nations children do not fall into gaps or experience long delays to receive services. Furthermore, at this time, there is insufficient evidence that the coordination of federal programs offered to First Nations children has been fully implemented.

[413] A combination of allowing referrals on an interim basis and receiving reports on implementation could ensure the effectiveness of the Tribunal's orders and be useful information for long-term reform of Jordan's Principle.

[414] The parties have indicated that the SOP was set aside and replaced with the Back-to-Basics policy. The SOP contains a process for navigators. The Tribunal finds that this could inform the parties' discussions and be a good basis for the elaboration of a comprehensive referral process. The Tribunal also is open to hearing the parties' views on

their definition of what is considered an administrative case conferencing. The Tribunal views administrative case conferencing as bureaucracy, unnecessary delays, etc.

[415] If there is a way for the parties to clarify this further and elaborate a process, there could be a way to improve expedient referrals to federal programs while at the same time ensuring that layers of bureaucracy are removed. This would be ideal. The Tribunal's interrogation here flows from past findings reviewed alongside the evidence in the motions. The Tribunal is not imposing its views on the details of the process since it focuses on the broader systemic picture but simply providing guidance and requesting information to ensure the Tribunal's orders are effective.

[416] Moreover, in follow-up with the implementation of previous orders, the Tribunal also requests a report on Canada's progress on the broader coordination of federal programs funding services for First Nations children. As explained above, this impacts Jordan's Principle service delivery.

[417] The Tribunal in light of the above makes the following order:

- A. The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction orders Canada to report back to the Tribunal with a detailed report on its progress in coordinating its federal programs, especially since 2022 CHRT 8. The detailed report shall include a plan, specific targets, deadlines for implementation and the dates when the implementation targets have been met. The information provided shall be sufficient to assist this Tribunal and allow the Tribunal to understand Canada's progress so far. Canada will file its report with the Tribunal and copy all the parties by January 9, 2025.

### **Contribution agreements and sufficient resources**

Canada objects to the request made by the FNLC and supported by the Caring Society.

[418] Canada submits that the FNLC has gone beyond the limitations of their participation, as ordered by this Tribunal.

[419] The FNLC's request for an order requiring Canada "to provide sufficient and sustainable resources to First Nations and First Nations organizations for the administration of Jordan's Principle" goes well beyond the relief requested by the Caring Society, which was limited to a request that Canada provide a report on resourcing.

[420] Canada submits that this order request is outside the FNLC's role as a late-arriving interested party, which is "limited to the issues currently before the Tribunal by way of the motions at issue." The Caring Society's support for this order, indicated in their factum of August 8, 2024, is similarly beyond the scope of their motion.

[421] Canada further submits that as a new issue being raised for the first time by the late-arriving interested party, the Panel should show restraint and this issue ought not be considered.

[422] Canada also submits that it is prejudiced by this late request, as it had no opportunity to provide relevant evidence on the funding being provided through its 599 existing contribution agreements. Nor has any party provided evidence on how much funding might be sufficient in each particular circumstance.

[423] Canada submits that the Panel has no evidence on which to ground such an order, which was not requested in the Caring Society's notice of motion. As a result, this issue should not be considered and this requested order should be denied.

[424] The Commission submits that as the Caring Society and FNLC have pointed out that while the Panel cannot make orders that directly bind First Nations and affiliated organizations, it can make orders that impose obligations on Canada in its dealings with such third parties – and should do so, if satisfied on the evidence that such orders are needed to effectively eliminate and prevent the recurrence of discriminatory practices.

[425] The Commission further submits that in this regard, all parties aim to find long-term solutions that would allow the Panel to relinquish its retained jurisdiction. In the context of Jordan's Principle, the Commission believes this will require Canada to have funding and systems in place to ensure First Nations children can access the products, services, and

supports they need, when they need them – consistent with substantive equality, the best interests of the child, and the Panel's rulings identifying discriminatory practices.

[426] The Commission submits that as the Tribunal explained in a ruling released recently, its focus on eliminating systemic discrimination "...will be achieved in the long-term especially if programs and services are prevention-oriented and are designed and delivered by First Nations themselves in respecting their inherent right of self-governance and if the programs and services are sustainably and adequately funded and resourced by Canada who has a legal obligation to cease and desist the systemic discrimination found under the Tribunal's orders ... Canada still has an important role to play and legal and positive obligations toward First Nations and First Nations peoples regardless of whether they decide to deliver services or not." 2024 CHRT 92 at para. 1.

[427] The Commission thus agrees with the Caring Society and FNLC that the Panel can properly require Canada to ensure any willing First Nations or affiliated organizations that agree to administer Jordan's Principle are properly resourced and supported to achieve that outcome.

[428] While the Caring Society and the FNLC request an order for Canada "to provide sufficient and sustainable resources to First Nations and First Nations organizations for the administration of Jordan's Principle", this is not what the Tribunal relies on to make an order. Canada made the request that when ISC is the government department of first contact, Canada may refer requestors to an existing and applicable that has already been Jordan's Principle group request approved and that is being administered by a First Nation or First Nation community organization pursuant to a contribution agreement with Canada; or to an applicable First Nation or First Nation community organization engaged in the administration of Jordan's Principle pursuant to a contribution agreement with Canada. This is an order request from Canada that the Tribunal has to consider in terms of what the evidence that Canada chose to bring forward in support of its request and the history, findings and previous orders in this case. Canada filed two affidavits and raised the issue of contribution agreements in Dr. Gideon's March 28, 2024 Revised affidavit and Candice St-Aubin's Revised affidavit dated March 28, 2024.

[429] It would be unreasonable to expect the Tribunal to make a determination without the necessary evidence that in referring requestors to First Nations, the order will be effective in not only Canada's end but also on the Child, the family and the First Nation delivering the service. This forms part of the Tribunal's authority to ensure the effectiveness of the Tribunal's orders. The Tribunal in granting Canada's request must be assured that the systemic discrimination is not perpetuated and that First Nations children are not harmed. On one hand, Canada submits that the Tribunal has no evidence to grant the FNLC's order and on the other, Canada requests an order that could greatly impact children without bringing the supporting evidence about its contribution agreements to demonstrate to the Tribunal that Canada's order request is grounded in evidence and is perfectly safe for children. This must also be Canada's concern as the one who has legal obligations toward First Nations children and families. Any prudent person would want to ensure the referrals are effective and they may be so but the Tribunal does not know for the time being. What the Tribunal knows is that Canada has 599 contribution agreements.

[430] The Tribunal does not question the existence of Canada's contribution agreements. There is some evidence that contribution agreements are in place in Yukon and have positive impacts. The Tribunal does not have sufficient evidence and information to determine if the agreements are responsive to the Tribunal's orders. However, the example below is supportive of the position that contribution agreement may be beneficial in reducing backlogs and improving service delivery.

[431] Exhibit 22, Attached to the affidavit of Cindy Blackstock dated March, 27th, 2024 and included in the AGC's compendium includes an email from Debra Bear, Director Jordan's Principle services, Council of Yukon First Nations, to Brittany Mathews, dated March 26, 2024 and providing comments on the backlog and positive impacts of their contribution agreements with ISC.

In our region we have noted previous significant backlog on adjudication of applications.

Some applications have been waiting in the queue for over a year and some we marked as urgent.

(...) We now have contribution agreements which provides the opportunity to approve certain requests internally.

This has been exceptionally helpful in providing support to the children when they need them without delay or disruption.

Our office is also in a position to cash flow approved reimbursements without delay.

Presently, new applications we are submitting can take a few months for a decision for non-urgent requests.

For urgent or time-sensitive requests, we can often get a decision sooner but many times the decision comes at the last moment.

This can impede the process of supporting our families and children with their urgent requests such as emergency medical travel or treatment.

[432] The Tribunal finds this is sufficient to justify and interim order accompanied with a request for additional evidence and information on Canada's contribution agreements. This allows the Tribunal to grant Canada's order request immediately in order to help reduce backlogs while allowing for a process to permit Canada to answer the Tribunal's questions on contribution agreements and how Canada ensures that First Nations have sufficient resources to adequately operate under a contribution agreement. The Tribunal finds it is more reasonable than not that allowing referrals with the appropriate safeguards described in this section would help reduce the backlog and may improve Jordan's Principle service delivery.

[433] The Tribunal agrees with Canada that when ISC is the government department of first contact, if ISC cannot direct a family requesting respite service through a Jordan's Principle individual request back to their community, even if respite care is already being delivered through community-based programming funded by Jordan's Principle or other programs. This may unintentionally create competition in the hiring of finite local human resources as well and perpetuate a 'one-off' approach to service delivery, rather than a 'system-based' approach. Further, the respite care provider employed by the community usually operates in a more supportive environment, as part of a team, receiving training and making sure performance standards are met, with the oversight of a First Nations health manager. It is not guaranteed that these factors would be present when families contract their own respite care provider funded through a Jordan's Principle individual request. The

Tribunal finds this argument compelling when reviewed alongside the available evidence to allow referrals with the appropriate effectiveness safeguards.

[434] A legalistic argument to prevent the Tribunal to make orders that would ensure the referrals are effective is not helpful. As mentioned above, Canada resisted to pay for funding for buildings to offer Jordan's Principle even after repeated requests from First Nations and orders had to be made. This was recent.

[435] Moreover, the Tribunal finds that Canada is not prejudiced in "not having the opportunity to provide relevant evidence on the funding being provided through its 599 existing contribution agreements" for the following reasons: 1- Canada's affidavit evidence mentions the contribution agreements; 2- The Tribunal has crafted a way for Canada to bring additional evidence on its contribution agreements for the Tribunal's consideration; 3- The issue of First Nations having sufficient resources to do adequate and safe service delivery to First Nations children has been discussed multiple time by this Tribunal in previous rulings and more recently in a ruling related to the motions; 4- The Tribunal is granting Canada's order request to have the right to refer Jordan's Principle requests to First Nations who have a contribution agreement with Canada in the interim and will revisit it once more information is provided on the contribution agreements.

[436] Regardless of the FNLC's request, the Tribunal's focus is on the effectiveness of its Jordan's Principle orders past and present. This focus on the effectiveness of the Tribunal's orders is mentioned in the Caring Society's motion. Moreover, Canada in making this request ended it with the following: Such further and other relief that the circumstances may require and this honourable Tribunal may permit.

[437] This strikes at the heart of the systemic discrimination found in this case. This case is a case where the Tribunal found that services were underfunded and this led to harms to children and families. Jordan's Principle was also part of the findings as discussed above. If Canada negotiates agreements with First Nations to deliver Jordan's Principle themselves, Canada has to ensure that First Nations will have sufficient resources to do so. Otherwise, it would displace Canada's responsibilities under the Tribunal's orders to the First Nation



level. Furthermore, if the First Nation is without sufficient resources this could harm children. This would allow the systemic discrimination to continue in a similar way. This concern was discussed in the Wen: De reports with a focus on child welfare and is also relevant for Jordan's Principle services. The Wen: De reports form part of the Tribunal's previous findings.

[438] This is not a new rationale in these proceedings that is taking Canada by surprise. The Tribunal mentioned this multiple times in previous rulings in terms of child welfare/child and family services. The same applies for Jordan's Principle. First Nations having sufficient resources to offer services to First children is directly linked to substantive equality and the ability to respond to the real needs of First Nations children and is also directly linked to eliminating the systemic and racial discrimination in this case. In other words, regardless of how Canada offers the services, through First Nations themselves or through other service providers, the focus is to ensure this is done in the best interest of children receiving the services.

[439] In 2019 CHRT 7, at paragraph 25, the Tribunal made the following finding:

Dr. Gideon also testified that Jordan's Principle is not a program, it is considered a legal rule by Canada. This is also confirmed in a document attached as an exhibit to Dr. Gideon's affidavit. Dr. Gideon testified that she wrote this document (see Affidavit of Dr. Valerie Gideon, dated, May 24, 2018 at exhibit 4, at page 2). This document named, Jordan's Principle Implementation-Ontario Region, under the title, Our Commitment states as follows:

No sun-setting of Jordan's Principle. Jordan's Principle is a legal requirement not a program and thus there will be no sun-setting of Jordan's Principle (...)  
There cannot be any break in Canada's response to the full implementation of Jordan's Principle.

[440] The reasoning from 2020 CHRT 20 is also relevant for Jordan's Principle services. There are ample findings in this Tribunal's previous rulings in this case that demonstrate that the issue of First Nations having sufficient resources to provide services to First Nations children forms part of the Tribunal's focus in ensuring the effectiveness of its orders.

[441] In 2022 CHRT 8 the Tribunal stated that:

[4] Consequently, the Tribunal determined all the above need to be adequately funded. This means in a meaningful and sustainable manner so as to eliminate the systemic discrimination and prevent it from reoccurring.

[5] Furthermore, recently, the Quebec Court of Appeal in *Renvoi à la Cour d'appel du Québec relatif à la Loi concernant les enfants, les jeunes et les familles des Premières Nations, des Inuits et des Métis*, 2022 QCCA 185, recognized the Tribunal's concern that funding only formed part of the Preamble and did not create an obligation for sustainable funding under An Act Respecting First Nations, Inuit and Metis children, youth and families, SC 2019, c 24 (see paras. 271-272, 274). The Court at para. 562 states: "Ainsi, une nouvelle approche s'impose, ayant pour piliers la collaboration fédérale-provinciale et la prise en compte des peuples autochtones en tant qu'acteurs politiques et producteurs de droit. Cette approche doit prévaloir tant pour ce qui est des initiatives législatives que de leur mise en œuvre, y compris leur financement" (emphasis ours).

[6] The Panel is pleased with this helpful finding that will guide governments in the future. Moreover, as part of this motion, in her affidavit dated March 4, 2022, Dr. Cindy Blackstock asserts that:

25. [she] is concerned that First Nations affirming their jurisdiction under An Act Respecting First Nations, Métis and Inuit children, youth and families may not benefit from the Tribunal orders, including this consent order. Canada has taken the position, and has repeatedly advised her, that it does not have obligations under the Tribunal's orders to First Nations affirming their jurisdiction under An Act Respecting First Nations, Métis and Inuit children, youth and families. Dr. Blackstock affirms the Agreement in Principle reached on December 31, 2021(AIP), also excludes such First Nations. However, the AIP does state that these First Nations will not receive less funding than they would have received under the Reformed CFS Funding Approach for the services in question.

[7] Dr. Blackstock adds that:

25. ... Respecting the right of First Nations to be self-determining, I believe that First Nations ought to have the right to make a free, prior and informed choice about which funding approaches, policies and practices, including those arising from the Tribunal proceedings, ought to apply.

[8] The Tribunal agrees and is satisfied the AIP ensures First Nations affirming their jurisdiction under An Act Respecting First Nations, Métis and Inuit children, youth and families will not receive less funding than they would have received under the reformed First Nations Child and Family Services [FNCFS] Funding Approach for the services in question.

[9] This is significant to ensure that First Nations do not have to face the unacceptable choice between adequate and sustainable funding under the reformed FNCFS Program or the exercise of their inherent right to self-government to develop and offer their own child and family services with the uncertainty of adequate sustainable funding especially upon the date of renewal of the agreements between the First Nation and Canada.

[13] The Tribunal made findings in the Merit Decision where Canada had concluded a funding agreement with the Attawapiskat First Nation:

[122] This finding is similar to the one made by the Federal Court in *Attawapiskat First Nation v. Canada*, 2012 FC 948. In discussing the nature of funding agreements similar to the ones at issue in the present Complaint, the Federal Court stated at paragraph 59:

the [Attawapiskat First Nation] relies on funding from the government through the [Comprehensive Funding Agreement] to provide essential services to its members and as a result, the [Comprehensive Funding Agreement] is essentially an adhesion contract imposed on the [Attawapiskat First Nation] as a condition of receiving funding despite the fact that the [Attawapiskat First Nation] consents to the [Comprehensive Funding Agreement]. There is no evidence of real negotiation. The power imbalance between government and this band dependent for its sustenance on the [Comprehensive Funding Agreement] confirms the public nature and adhesion quality of the [Comprehensive Funding Agreement].  
(emphasis added).

[14] When the Tribunal expressed its concerns about sustainable and adequate funding not being guaranteed under the Act Respecting First Nations, Métis and Inuit children, youth and families, it did so with the above in mind and not in any way to hinder First Nations' inherent rights that this Panel has recognized on multiple occasions.

[15] The Tribunal's focus is on Canada not repeating its past discriminatory practices or creating new ones that would harm First Nations children, families and Nations.

[16] Finally on this point, the Tribunal is pleased to hear that the AFN sought, and achieved, recognition within the AIP that such First Nations exercising their jurisdiction would receive no less than the funding provided under the eventual reformed FNCFS Program. In her March 4, 2022, affidavit Dr. Valerie Gideon, Associate Deputy Minister of ISC, asserts that:

15. [t]he Agreement-in-Principle notes that First Nations that have chosen to avail themselves of the framework offered by An Act respecting First Nations, Inuit and Métis children, youth and families ... to facilitate the exercise of their

jurisdiction will “not receive less funding than they would have received under the reformed FNCFS Funding Approach for the services for which they have assumed jurisdiction.” ISC [Indigenous Service Canada] will ensure that enhancements to the FNCFS Program, including those sought through this motion, are made available to those First Nations retroactive to April 1, 2022.

[17] Dr. Valerie Gideon further affirms that:

16. ... ISC and the Assembly of First Nations will discuss how to adjust the [*Act respecting First Nations, Inuit and Métis children, youth and families*] interim funding framework to reflect these enhancements. By April 1, ISC will also have reached out to the two Indigenous Governing Bodies who have signed or are on the cusp of signing coordination and fiscal relationship agreements. It will propose to discuss the enhancements available to those two entities. Regardless of the time required to have those discussions, ISC will make retroactive to April 1, 2022, any adjustments to the Indigenous Governing Bodies' agreements.

[18] This is extremely positive news and with the understanding that this commitment is reflective of what will also be included in the Final Settlement agreement for long-term reform addresses the Tribunal's concerns on this point.

[30] The AFN insisted that discussions on compensation also include a separate track on long-term reform. The Panel believes this was instrumental and necessary. Moreover, it is in line with the Panel's approach to remedies in this case and the Panel's goal to remain seized of this case until sustainable long-term reform orders on consent or otherwise have been made that will eliminate the systemic racial discrimination found and prevent it from reoccurring.

[75] Further:

42. IFSD has agreed to take on this Jordan's Principle research and, pursuant to this consent motion, Canada has agreed to fund it.

[76] The Panel agrees with the Caring Society and finds this is in line with the Panel's approach, findings and orders to eliminate systemic discrimination and prevent the same or similar discriminatory practices to emerge. Moreover, recently filed evidence in support of this motion substantiates Dr. Blackstock's assertions. The Panel finds this order is necessary to achieve evidence-based meaningful and sustainable long-term reform informed by the real needs of children, youth and families. This is consistent with the Panel's orders to provide services according to the First Nations children's real needs.

[149] The above findings demonstrate the need for culturally appropriate and safe prevention services that address the key drivers resulting in First Nations children entering care and the need for adequately funded and sustainable prevention services that are tailored to the distinct needs of First Nations children, families and communities.

[442] Under the Tribunal's orders Canada is already able to consult with First Nations and professionals if reasonably necessary. See 2017 CHRT 35 at paras 135(2)(A)(ii) and 135(2)(A)(ii.1).

When a government service, including a service assessment, is available to all other children, the government department of first contact will pay for the service to a First Nations child, without engaging in administrative case conferencing, policy review, service navigation or any other similar administrative procedure before the recommended service is approved and funding is provided. Canada may only engage in clinical case conferencing with professionals with relevant competence and training before the recommended service is approved and funding is provided to the extent that such consultations are reasonably necessary to determine the requestor's clinical needs. Where professionals with relevant competence and training are already involved in a First Nations child's case, Canada will consult those professionals and will only involve other professionals to the extent that those professionals already involved cannot provide the necessary clinical information. Canada may also consult with the family, First Nation community or service providers to fund services within the timeframes specified in paragraphs 135(2)(A)(ii) and 135(2)(A)(ii.1), 2017 CHRT 35 where the service is available, and will make every reasonable effort to ensure funding is provided as close to those timeframes where the service is not available. After the recommended service is approved and funding is provided, the government department of first contact can seek reimbursement from another department/government.

The initial evaluation and a determination of requests by individuals shall be made within 48 hours of the initial contact for a service request. In a situation where irremediable harm is reasonably foreseeable, Canada will make all reasonable efforts to provide immediate crisis intervention supports until an extended response can be developed and implemented. In all other urgent cases, the evaluation and determination of the request shall be made within 12 hours of the initial contact for a service request. Where more information is reasonably necessary to the determination of a request by an individual, clinical case conferencing may be undertaken for the purpose described in paragraph 135(1)(B)(iii), 2017 CHRT 35. For non-urgent cases in which this information cannot be obtained within the 48-hour time frame, representatives from the Government of Canada will work with the requestor in order to obtain

the needed information so that the determination can be made as close to the 48-hour time frame as possible. In any event, once representatives from the Government of Canada have obtained the necessary information, a determination will be made within 12 hours for urgent cases, and 48 hours for non-urgent cases.

Canada shall cease imposing service delays due to administrative case conferencing, policy review, service navigation or any other similar administrative procedure before the recommended service is approved and funding is provided. Canada will only engage in clinical case conferencing for the purpose described in paragraph 135(1)(B)(iii), 2017 CHRT 35.

[443] Moreover, prior to an historic agreement reached in June 2024 between Canada and the AMC, the AMC provided insight on Canada's delegation of Jordan's Principle responsibilities without adequate resources and the unintended negative impacts of the Back-to-Basics policy.

[444] The AMC wrote a letter on January 11, 2024 found at Exhibit 59 attached to the Affidavit of Cindy Blackstock dated January 12, 2024.

This is a letter of support in response to your request on behalf of the First Nations Child & Family Caring Society for insights into the experiences, concerns, and challenges faced by First Nations in Manitoba accessing Jordan's Principle.

Specifically, this letter is intended to provide perspectives and endorse the First Nations Child & Family Caring Society Notice of Motion to the Canadian Human Rights Tribunal (the Tribunal) on December 12, 2023, seeking relief to ensure that Canada complies with the Canadian Human Rights Tribunal's orders (2016 CHRT 2) which ordered Canada to immediately and properly implement Jordan's Principle to ensure First Nations children have timely access to culturally relevant services, supports and products as stipulated by the Tribunal.

The information and perspectives shared herein are presented from the unique standpoint of AMC member First Nations, aligning with the AMC's ongoing commitment to creating a comprehensive understanding of the improvements necessary to address the challenges faced by First Nations in Manitoba when accessing

Jordan's Principle. Our intent is to share information we have gathered on and off-reserve to contribute to the Caring Societies' efforts to enhance the accessibility and effectiveness of Jordan's Principle for AMC member First Nations.

AMC member First Nations have raised concerns with the AMC Jordan's Principle Implementation Team

through Knowledge Translation Engagement sessions in First Nations in Manitoba throughout 2023.

Additional consultation was provided by AMC Jordan's Principle off-reserve service delivery within urban settings.

The following concerns have been identified by First Nations in Manitoba in relation to the non-compliance motion respecting Canada's approach to Jordan's Principle:

a. ISC's practice of having First Nations and First Nations service coordinators accept and fund Jordan's

Principle cases without providing adequate resources at the local level;

b. ISC's non-compliance places serious pressure on First Nations and First Nations service coordinators

as families are not having their child(ren)'s needs met regardless of where they live;

c. ISC's non-compliance has resulted in families losing confidence in their First Nation and First

Nations service coordinators as they ultimately do not understand that it is Canada's non-compliance

that is placing service coordinators in a position of not being able to meet the child(ren)'s needs in a

timely manner;

d. ISC does not proactively fund liability coverage for all First Nations and First Nations coordinator

organizations, placing individual employees, First Nations organizations and First Nations at serious

risk;

e. Children experiencing significant delays or disruptions in professional recommended services and

supports, or not receiving any services and supports due to limited access as a result of remoteness

and/or human resources and;

f. Children not receiving services, supports or products due to Canada's failure to adhere to reasonable

timeframes for approved services, which appears to be exacerbated by ISC's implementation of Back

to Basics.

ISC implemented the Back to Basics (B2B) approach in early 2022. Some AMC member First Nations feel

that B2B has been exclusively defined by ISC without local consultation and many feel ISC has overstepped, undermining local efforts. In Manitoba,

Jordan's Principle has developed in each First Nation as a locally defined program, with funding directly provided to each Nation with a service

coordinator guiding the development. As a result of B2B, there has been an observed decrease in the service coordinator's involvement at the local level,

as many families are not connecting at the local level and are contacting ISC directly for requests. First Nations service coordinators feel the Manitoba approach to B2B is diminishing their role and impacting local autonomy in decision-making. It is felt that B2B is creating increased dependence on the government. B2B has impacted local Jordan's Principle programs in Manitoba by shifting the focus of the supports and services. B2B has created many more requests, altering the role and responsibilities of First Nations service coordinators and contributing to Canada's failure to adhere to reasonable timeframes for approved services.

First Nations service coordinators in Manitoba continue to raise concerns about Canada's delegation of Jordan's Principle responsibilities without adequate resources, disclosure of liability, nor a long-term plan to ensure First Nations service coordinators can meet the needs of children and families in a manner that is compliant with the Tribunal's orders. As identified by First Nations service coordinators, they feel directly impacted by Canada's non-compliance with the Tribunal's orders.

[445] The Tribunal reserved the right to ask questions to allow it to make a determination on the motions. The Tribunal has incorporated this aspect into its orders below.

[446] Therefore, the Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, allows Canada to refer Jordan's Principle requestors to First Nations or First Nations community organizations engaged in the administration of Jordan's Principle pursuant to a contribution agreement with Canada as per the Tribunal's orders below in i and ii. Canada can do so immediately and in the interim for ii (see details below for ii), and, until such time as either:

1. New criteria, guidelines and a new process are developed by the parties and approved by the Tribunal;
2. If it is already in existence and in conformity with the Tribunal's requirements above (the Tribunal does not yet know and would like to find out), the existing criteria, guidelines and process are provided to the Tribunal by way of an affidavit for the Tribunal's review and approval. This should be filed no later than December 10, 2024 and parties will have an opportunity to file responding affidavits, cross-examine the affiant and Canada will have an opportunity to file a reply affidavit and to cross-



examine the other affiants. All parties will have an opportunity to file written submissions before the Tribunal makes a determination on this specific point; or

3. The parties may propose any other option to the Tribunal that may be more expeditious in addressing this specific point and that would allow the issue to be dealt with efficiently, adequately, fairly and in the best interest of First Nations children viewed through an Indigenous lens.

[447] The parties will report back to the Tribunal on their views on the 3 options above by December 10, 2024.

[448] This is to ensure that children referred in this manner do not fall into gaps, long delays and other unforeseen hardships.

[449] The Tribunal confirms that First Nations are not bound by the Tribunal's ordered timelines or other procedural terms of the Tribunal's Jordan's Principle orders. The Canadian Human Rights Act (*CHRA*) is clear that the orders are made against those who have been found to be engaging or have engaged in the discriminatory practice.

Section 53 (2) of the *CHRA* states that:

If at the conclusion of the inquiry the member or panel finds that the complaint is substantiated, the member or panel may, subject to section 54, make an order against the person found to be engaging or to have engaged in the discriminatory practice and include in the order any of the following terms that the member or panel considers appropriate (...) (emphasis ours).

[450] However, an interim mechanism should be put in place to ensure that children and families referred to the services are not waiting in another long queue to receive services. Parties will discuss how to put in place an interim mechanism including a culturally appropriate streamlined risk management system to ensure that requestors referred to First Nations for Jordan's Principle services have their needs met in a timely manner and without barriers such as underfunding, a lack of coordination including of programs or program restrictions. This may be very helpful in gathering evidence to inform long-term reform. The Tribunal in clarifying its orders to allow Canada to refer Jordan's Principle requestors to First Nations wants to ensure that First Nations and First Nations organizations receiving, and/or

determining and/or funding Jordan's Principle requests have sufficient resources, including funding, to do so and sustainable resources, including funding, to do so. Furthermore, given that First Nations, as sovereign nations and rights holders, have an inherent right to govern their peoples, lands, and resources, it may be helpful to include these considerations in the parties' negotiations.

[451] The Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties in the manner of their choice (mediation, conflict resolution, negotiations, etc.) with the goal of arriving at consent order requests if possible and if not, with options for orders on an interim mechanism as referred to above and supported by rationale and available evidence and to report back to the Tribunal by February 12, 2025.

[452] Pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous orders, the parameters on Canada's obligations under the *CHRA* and the Tribunal's Jordan's Principle orders mentioned above, including the interdiction to underfund in a similar fashion than the one found in the *Merit Decision* and/or off-load its legal obligations to First Nations, the Tribunal orders that, when ISC is the government department of first contact, Canada may refer requestors:

- i. to an existing and applicable Jordan's Principle group request that has already been approved and that is being administered by a First Nation or First Nation community organization pursuant to a contribution agreement with Canada; or
- ii. to an applicable First Nation or First Nation community organization engaged in the administration of Jordan's Principle pursuant to a contribution agreement with Canada; (this ii. order is an interim order which will be revisited by the Tribunal, once the Tribunal has received more information from Canada on the contribution agreements and the criteria, guidelines and process as explained above).

However, where a request is deemed urgent in accordance with the objective criteria to be developed by Canada, the AFN, the Caring Society, the COO, the NAN and the

Commission, ISC will first take into account whether or not referring the requestor will enable faster access to the requested product, service or support.

For greater clarity, where Canada enters into a contribution agreement with any First Nation or First Nation community organization to administer Jordan's Principle, whether through a group request or otherwise, that First Nation or First Nation community organization is not bound by the Tribunal ordered timelines or procedural terms of any of the Tribunal's Jordan's Principle orders that are directed at Canada.

**The Financial Administration Act:**

[453] In sum, the Caring Society submits that Dr. Blackstock's uncontested Affidavit evidence indicates that ISC has used its interpretation of the *Financial Administration Act's* (FAA) as a basis to deny Jordan's Principle group requests in Alberta Region and to deny a reimbursement request from an organization.

[454] The Caring Society submits that this evidence reflects exactly the scenario that concerned the Tribunal in 2021 CHRT 41, when it identified the distinction between Canada "applying its discretion in the *Financial Administration Act's* interpretation to facilitate the implementation of the Tribunal's orders" or interpreting the FAA "in a way that hinders the Panel's quasi-judicial statutory role under the *CHRA*."

[455] Moreover, the Caring Society adds that the evidence also demonstrates that ISC denied an organization's reimbursement request following the approved purchase of two gift cards, due to the lack of an itemized receipt. This indicates that ISC has invoked the FAA as a basis to depart from the Tribunal's orders. ISC adopts a bureaucratic approach that runs contrary to the Tribunal's reasonings and orders.

[456] According to the Caring Society, ISC has already acknowledged that its requirement of itemized receipts creates an administrative burden on First Nations children and families. Families also report being questioned by ISC for making certain purchases.

[457] Furthermore, the Caring Society argues that ISC has stated that the itemized receipt is requested due to a reporting requirement imposed on ISC, not on the end user. As such,

even if ISC requires itemized receipts to complete its reconciliation, this does not justify denying reimbursement, in particular due to the Tribunal already having ruled that the government should not engage in administrative procedures before the service is approved and funded. In fact, ISC's internal requirement to reconcile grocery gift cards is predicated on the notion that they are "advance payments", and thus that a payment has already been made. The Caring Society submits that the evidence they have led shows that the receipt requirement is preventing effective implementation of the Tribunal's orders. Service providers face difficulty in collecting itemized receipts from end users.

[458] Canada and the AFN submit that there is no evidence to support the Caring Society's position that ISC's interpretation of the *FAA* has resulted in a departure from the Tribunal's orders on certain occasions.

[459] The Tribunal agrees with the Caring Society that the ultimate question on this motion, is whether the Tribunal's orders are being implemented effectively in order to resolve discrimination at the level of the child and their family. The issues raised on the examples raised under the *FAA* are relevant to determine the reimbursement issue in this ruling. However, the Tribunal finds that the evidence including the examples provided do not clearly demonstrate that Canada used the *FAA* to limit the Tribunal's orders.

[460] The Tribunal discussed the *FAA* extensively in previous rulings and more recently in 2021 CHRT 41 and the Tribunal continues to rely on those findings. As mentioned, in 2021 CHRT 41 at paragraphs [376]: "The *Financial Administration Act* should be interpreted harmoniously with quasi-constitutional legislation such as the *CHRA* including orders made under the *CHRA*. [377] Further, the Tribunal's orders are to be read harmoniously with the *Financial Administration Act* and, in the event of conflict, the orders made under the *CHRA* have primacy over an interpretation of the *Financial Administration Act* that limits the Tribunal's remedial authority."

[461] Therefore, the Tribunal reiterates that a case-by-case approach must be applied to find that Canada has applied the *FAA* in a way that hinders the Tribunal's orders under the

*CHRA*. Furthermore, there is insufficient evidence in the motion/cross-motion to make a finding that Canada used the *FAA* to derogate from the Tribunal's orders.

[462] Disputes between the parties relating to the *FAA* have arisen from time to time in these proceedings. In order to prevent misunderstandings between the parties, the Tribunal will clarify its previous orders. As a general matter and for clarification purposes, the Tribunal's orders have primacy over any conflicting interpretation of the *Financial Administration Act* and related instruments such as "terms and conditions," agreements, policies and conduct that hinder the implementation of the Tribunal's orders.

[463] The Panel relied upon Kelso in determining the merits of this case (see *Merit Decision* at para. 42 and 2021 CHRT 41 at paras.155-156):

No one is challenging the general right of the Government to allocate resources and manpower as it sees fit. But this right is not unlimited. It must be exercised according to law. The government's right to allocate resources cannot override a statute such as the *Canadian Human Rights Act* (...).

[464] This principle still applies in this case.

### **Inherent rights of First Nations and the FNLC submissions**

[465] The Tribunal appreciates the FNLC's thorough submissions and agrees the inherent rights of self-determination and self-governance of First Nations must be respected and an approach focused on their real needs, unique perspectives and culture will ensure this. The FNLC's submissions on the requirements to respect the *UNDRIP* including the First Nations' free, prior and informed consent are in line with the Tribunal's findings in previous rulings.

[466] However, the Tribunal has also discussed the impossibility to hear from every First Nation in Canada before making its rulings. The Tribunal is not a commission of inquiry. Canada has the duty to consult. This duty was explained in the Tribunal's *Merit Decision*. The Tribunal takes great comfort that the AFN Chiefs-in-Assembly make resolutions of the majority of Chiefs and proxies present and those resolutions that have carried are filed and form part of the Tribunal's record.

The Tribunal from the beginning has rejected the one size fits all approach. Such an approach does not take into account the specific and distinct needs of a child, the child's family, community and Nation. That is why a Potlach ceremony may be important to a family and another type of ceremony is preferred for another. Two children may have the same health condition but different needs. This is why remoteness and higher costs of living must be considered by Canada when a First Nation is isolated from surrounding services for example. The lack of hospitals nearby is a consideration. Calling 911 may mean something very different for a family living in a community near a hospital than a family living in a community with no surrounding hospital and the need to fly out to access it. The costs of capital buildings to offer Jordan's Principle services for remote communities are likely higher to ensure appropriate insulation and account for transportation of materials for example.

[467] In an approach based on needs, there is less of an issue of breaching inherent rights of First Nations since the First Nation is to be consulted to understand their specific needs. Individual rights are also respected with this approach based on the real needs of First Nations children. The Tribunal understood that it would be challenging to achieve complete consensus of all First Nations in the delivery of services to children and families. Resolutions from the majority of the Chiefs in Assembly provide direction in these proceedings but the inherent rights of each First Nation remain and can be respected by Canada in tailoring services based on their specific needs.

[468] Jordan's Principle is not to be viewed as a program. It is intended to be a means to achieve substantive equality.

[469] The services are intended to be child centric and can differ from a child to another and a family to another. They are also intended to be First Nations centric and can differ from one first Nation to another.

[470] If services are based on needs as repeatedly ordered by this Tribunal, the Tribunal need not to hear from every First Nation in Canada to make orders that affect them. Their unique perspectives are accounted for in the orders. Inherent rights and unique perspectives of every First Nation should already be taken into account by Canada in the funding and

service delivery. The Tribunal relies on its numerous previous findings and orders that cannot all be repeated here.

[471] Canada has the duty to consult the First Nations involved in these proceedings and those who are not.

[472] The above is considered in all of the Tribunal's orders.

[473] Moreover, for those reasons, the Tribunal will leave it up to the parties to decide if the FNLC can participate in the consultations for the interim orders especially given their voiced preference for a Tribunal-assisted mediation which must be voluntary. Furthermore, the Tribunal included a process for parties to consult with other First Nations and other experts on the interim orders.

#### **Appeals mechanism and Complaints mechanism:**

[471] Dr. Gideon described in detail the re-review and appeals process and the Tribunal finds this evidence reliable.

#### **Re-reviews**

[472] Re-reviews may be initiated by individual Jordan's Principle employees, requestors or First Nations partners or parties advocating for or acting on behalf of a child or family, or service coordinators/navigators. Re-reviews were introduced as part of the operationalization of the Back-to-Basics Approach as an informal mechanism to reconsider requests previously denied, prior to an appeal.

[473] A request may be re-reviewed when new information becomes available that has rendered the product, service or support(s) eligible for approval, or if the Back-to-Basics Approach was not previously applied. If either of these criteria are identified and the request has not yet been appealed, it may be approved and considered a re-reviewed decision. Re-reviews may be conducted by any employee in the regional focal point or ISC Headquarters with authority to approve requests.

## Appeals Process

[474] Previously, ISC formed an appeals committee composed of the Associate Deputy Minister and the Senior Assistant Deputy Minister, Regional Operations, both with ISC. In response to the Tribunal's order in 2017 CHRT 14 and Canada's commitment to the parties in 2018 to form an external arm's length Appeals Secretariat, the parties collaborated towards an improved appeals process based on the principles of transparency, accessibility, fairness and independence. In agreement with the Assembly of First Nations and the Caring Society, ISC implemented the new Jordan's Principle appeals process in 2022.

[475] The new appeals process includes an arm's length secretariat function and an External Expert Review Committee (Appeals Committee). The Appeals Committee is an external nongovernmental panel of experts from regulated and certified disciplines in health, education and social sectors. The objective of the Appeals Committee is to provide ISC with recommendations on appeals utilizing their professional knowledge and expertise.

[476] Currently, the Appeals Committee consists of nine consultants who have been contracted through a request for proposals process. All of these consultants are either Indigenous, have lived and worked with Indigenous communities, or have longstanding expertise in serving Indigenous communities across Canada. The inter-professional collaboration among these experts provides a fuller consideration of children's needs. ISC is working to expand the Appeals Committee membership, having launched an external Request for Proposals process in February 2024.

[477] From November 2021 until February 2022, the old appeals process overlapped with the new appeals process, such that appeals were heard by one of the two committees. As of February 2022, the new appeals process is fully in place, replacing the former internal ISC committee.

[478] Dr. Gideon affirms that the non-governmental Appeals Committee is supported by the Appeals Secretariat situated within ISC, but outside of the Jordan's Principle Initiative. The Appeals Secretariat, agreed upon by the parties, serves as an advocacy office to support families in bringing appeals forward. To avoid a conflict of interest with the Jordan's



Principle implementation teams, the Appeals Secretariat reports directly to the Chief Medical Officer of Public Health within ISC, who is often referred to as the Chief Science Officer (CSO), who in turn reports directly to the Deputy Minister in exercising this authority.

[479] The Appeals Committee makes a recommendation to the CSO regarding whether ISC's determination should be upheld or overturned, based on their specialized knowledge, professional expertise, cultural awareness and lived experiences. The CSO then renders an appeal determination based on that recommendation, which replaces ISC's earlier determination.

[480] The new appeals process, as agreed by the parties, is designed to be an easy-to-access, timely and independently determined function, which provides supports to those individuals and groups seeking an appeal. The Appeals Committee and CSO strive to make determinations on all appeals within 30 days.

[481] The Appeals Committee provides a clear avenue for complaint resolution. When a first instance Jordan's Principle request is denied by ISC, ISC notifies the requestor of the reasons for the denial and of the right to appeal the decision to the Appeals Committee within one year of the denial.

[482] When an appealed determination is upheld by the Appeals Committee, ISC advises the requestor of the decision in writing, together with a written rationale. ISC also advises the requestor that they have the option of filing an application for judicial review to the Federal Court within 30 days.

[483] In the 2022-23 fiscal year, 1,258 appeals were determined under the new appeals process.

[484] Moreover, 59% of the determinations under appeal were overturned by the CSO, on recommendation of the Appeals Committee. Between April 1 and December 31, 2023, 625 appeals were determined, with 46% of those determinations overturned by the CSO, on recommendation of the Appeals Committee.

[485] ISC's final Jordan's Principle determinations are subject to Federal Court oversight pursuant to the *Federal Courts Act*, RSC 1985, c F-7, s 18.1.

[486] The Caring Society submits that despite having agreed in the December 2021 Jordan's Principle AIP Work Plan that a complaints mechanism should be developed with respect to Jordan's Principle, ISC argues that broader First Nations collaboration would be required if a complaints mechanisms were to be developed and that imposing one could have unintended consequences. The AGC also argues that it is not necessary given the appeals mechanism and the Federal Court oversight. The AGC also submits that over 50% of denied Jordan's Principle requests are reversed in appeal showing the appeals mechanism is working.

[487] The AGC submits that the Caring Society desires a complaints mechanism, not for appellate purposes, but for people to raise complaints about requests that have not yet been determined. The imposition of a new of an untested complaints mechanism without broader First Nations' collaboration could have serious negative and unintended consequences, such as further levels of bureaucracy, backlog and delay in Jordan's Principle administration.

[488] Canada highlights that this issue should be tabled for discussion before Jordan's Principle Operating Committee (JPOC) and/or as part of the discussions to take place on long-term reform.

[489] Canada submits that the Caring Society's position that the Tribunal must impose a complaints mechanism, even where all parties excluding the Caring Society wish to negotiate the issue, does not reflect the collaborative approach needed to achieve effective outcomes. In fact, it deprives the parties of the opportunity to identify a jointly acceptable, flexible and collaborative approach that takes all views into account.

[490] In the interim, Canada submits that requestors are not without recourse if a timely response has not been provided. It is open to all requestors to contact the National Call Centre to follow up on the status of any requests made under Jordan's Principle. ISC will also continue to work with its First Nations partners should they raise concerns about delayed responses. Further, ISC has been actively exploring an interim complaints

mechanism at JPOC, including the potential for an online complaints form, pending long-term reform negotiations. ISC is open to discussing this and any other proposed interim solutions with the parties, as part of the proposed mediation process.

[491] The main concern for Canada remains that the imposition of a new mechanism, without collaboration, could have unintended consequences that might otherwise contribute to the existing backlog and delay in Jordan's Principle administration, while adding further levels of bureaucracy. Moreover, Canada prefers focusing its efforts on reducing the backlog rather than diverting its energy into creating a complaints mechanism.

[492] The AFN argues the specific requested relief has not been the subject of discussion or negotiations with the AFN and accordingly, the requested complaints mechanism/accountability measures would only serve to undermine efforts to negotiate a long-term approach in relation to disputes. As noted, a final settlement agreement would be endorsed by the First Nations Parties, who represent rights-holders, and further to the mandates of the AFN, be subject to approval by the First Nations-in-Assembly.

[493] Therefore, the AFN submits that the Tribunal must be wary of endorsing a complaints approach which has not been subject to the dialogic approach or reconciliatory negotiations with the First Nations parties.

[494] In reply to ISC, the Caring Society submits that given ISC's existing commitments in the AIP Work Plan and the evidence of its own witnesses on this motion, there can be no question about "if" or whether a complaints mechanism is to be developed. There is broad agreement that this is required.

[495] In reply to the AFN, the Caring Society submits that their request for a complaints mechanism is an example of the dialogic approach in action. The AIP Parties agreed to the need for a complaints mechanisms in the AIP Work Plan on December 31, 2021, but no such complaints mechanism was implemented by December 12, 2023 when the Caring Society brought its non-compliance motion, nor in the roughly six months since the motion was filed. To be clear, the relief sought in the Caring Society's motion does not seek the imposition of a particular complaint process. The Caring Society seeks parameters for an

effective independent process consistent with access to justice to identify and remedy any discrimination arising from Canada's conduct. The details of the proposed complaints process would, of course, have to be determined in consultation with experts and First Nations. The Caring Society is looking for action. The status quo endorsed by Canada and the AFN cannot persist as children are being seriously harmed and, in some cases, tragically, dying.

[496] The Commission submits that Tribunal rulings in 2017 required Canada to establish an independent appeals mechanism for Jordan's Principle determinations. There is currently a committee of independent professionals who can decide appeals of ISC decisions denying requests. However, ISC has no formal national complaints mechanism for dealing with other types of concerns that might be raised, for example with respect to the conduct of staff in processing requests, or delays in making determinations or payments. The record shows the Caring Society and others have stepped in by (i) receiving complaints and inquiries from families, service providers and communities, (ii) tracking and reporting on trends, and (iii) raising concerns with Canada in efforts to find solutions. However, the Caring Society has also said it was never intended to fill this role on a long-term basis and does not have capacity to keep up with demand.

[497] In 2020, the Caring Society and ISC jointly commissioned a report from three experts that recommended the creation of independent accountability mechanisms. However, the Commission submits it does not appear any of the resulting recommendations have been implemented to date.

[498] Moreover, the Commission agrees that establishing a credible, transparent and effective Jordan's Principle complaints mechanism within a reasonable time period would assist the effective implementation of the Tribunal's rulings.

[499] The Commission submits that the Tribunal has repeatedly held that Jordan's Principle is a necessary component of achieving substantive equality in the delivery of critical services to First Nations children and youth. If Jordan's Principle is not implemented properly in a given case, the potential result is a denial of substantive equality. In such

circumstances, it is a best practice to have a responsive complaints mechanism in place that would allow potential issues to be raised and addressed quickly and efficiently. The Tribunal agrees with the Commission on this point.

[500] The Commission agrees with the Caring Society that analogies can appropriately be drawn to the workplace context, where it is common for the Tribunal to order the creation of policies that include formal procedures for receiving, investigating, and resolving complaints.

[501] The Commission submits that the Caring Society has asked that the complaints mechanism be independent. Human rights decision makers have made such orders on occasion. For example, the Human Rights Tribunal of Ontario has ordered the appointment of third-party monitors and/or use of external investigators where compelling evidence showed a respondent was unwilling or unable to respond appropriately to internal complaints over time.

[502] The Commission provided relevant case law examples to support their position. For example: *Ontario Human Rights Commission v. Ontario (Correctional Services)*, 2002 CanLII 46519 at “Orders – B.8” (directing external investigation of workplace complaints); *McKinnon v. Ontario (Correctional Services)*, 2005 HRTO 23 (generally clarifying the order for external investigation); and *McKinnon v. Ontario (Correctional Services)*, 2007 HRTO 4 at paras 7(B)(8) and 207-208 (describing non-compliance issues with respect to the external investigation orders, and stating the orders were based on “...the well-founded mistrust in both the ability and the integrity of managers regarding WDHP matters”). See also *Lepofsky v. Toronto Transit Commission*, 2005 HRTO 21 at paras 1-2, and *Lepofsky v. TTC*, 2007 HRTO 23 (appointing a third-party monitor based on evidence “...the TTC has failed to provide a reliable accommodation for in excess of 10 years, notwithstanding numerous complaints and internal documents showing that the accommodation was not being properly provided”).

[503] If the Tribunal is satisfied such circumstances exist in this case, the Commission contends that the Tribunal could consider making a comparable order.

[504] The FNLC does not entirely agree with the AFN that the establishment of a complaints and accountability mechanism is outside of the mandate provided by the Chiefs-in-Assembly, at least from the BC context. For example, the BCAFN passed a resolution asking the AFN to support and adopt the submissions of the Caring Society in respect of the Motion, which included submissions related to a complaints mechanism.

[505] The FNLC's position is that a balanced approach is necessary to ensure Canada meets its obligations to First Nations children, including upholding their inherent rights, while also ensuring that First Nations rights to self-government and self-determination is respected and upheld. Such an approach is necessary, and supported in the Doing Better Report, which recommends a complaints mechanism for Jordan's Principle be established and the complaints mechanism draw on Indigenous laws and dispute resolution processes to resolve complaints wherever possible.

[506] For these reasons, the FNLC respectfully submits that it is within the Tribunal's jurisdiction to grant relief relating to the development of a complaints mechanism and that the Tribunal should make an order requiring the parties to move toward the development of a complaints mechanism, with specific timelines for that work. However, the Parties must consult with First Nations rights and title holders, including those who are not parties to this proceeding, regarding the development of a complaints mechanism and the timelines should be reflective of that requirement.

[507] The Tribunal finds the Jordan's Principle Appeals mechanism is very important and is necessary. However, to access the Appeals mechanism, requestors must have received a denial of their request.

[508] The Tribunal agrees with the Commission's position explained above including that while there is an Appeals mechanism that can be triggered where a request has been denied, ISC, does not have a formal complaints mechanism that can be used in other situations for example, if there are concerns about processing timelines, staff conduct, or delays in paying service providers or reimbursing families who have paid out of pocket.

Furthermore, as discussed above, the Tribunal found that the evidence established that some families experienced delays in reimbursements.

[509] The AFN argued that it is their honor to assist families to access Jordan's principle and the Tribunal finds this commendable and the same comment can be made to the Caring Society, the COO, the NAN, the FNLC and every First Nation and First Nation organizations in Canada that helps families access Jordan's Principle services. However, these ad hoc interventions may not be sufficient and do not provide formal recourses.

[510] The Tribunal understands Canada's point about the administrative recourses that families have however, those recourses are administrative and not formal independent recourses. Moreover, there is evidence in the motions record brought by the AFN's affiant Craig Gideon who held an important role as Senior Director of the Social Branch at the Assembly of First Nations (AFN) from March 28, 2022, to March 2024, that some requestors have experienced some difficulties in bringing their complaints forward at ISC's level. Craig Gideon affirms in his amended March 22, 2024, affidavit that a family had not received a response for over 5 months, despite following up at the regional level on at least one occasion following the initial submission. The requestor only received a response and a decision was rendered after the AFN intervened by contacting ISC Headquarters requesting an urgent follow up. Furthermore, Craig Gideon affirms that the AFN was contacted by a parent that experienced extreme difficulty contacting ISC at the regional and national levels.

[511] Moreover, Craig Gideon's, affirmed in his March 22, 2024, amended affidavit, that he has heard concerns from multiple callers about the challenges contacting Indigenous Services Canada at the national and regional levels, particularly in the context of making an urgent request or updating the urgency of a request. The Social Development Sector was contacted by a parent in September 2023 regarding a request submitted in June 2023. The parent had not received any follow up from ISC and was unable to reach anyone at the Jordan's Principle Call Centre as they had already requested a call-back and couldn't leave a second request for call-back until the first had been returned. The parent had waited over 1 week for a call-back when they contacted the AFN.

[512] The Tribunal finds that this is precisely why an independent complaints mechanism would be helpful.

[513] Again, the Tribunal accepts the AFN's uncontested evidence above. The Tribunal finds it relevant and reliable especially that, while it is hearsay and must be given the appropriate weight, these affirmations originate from the Social Development Sector who has extensive experience in assisting First Nations families' requestors and Jordan's Principle on a regular basis. Nothing in the affiant's affirmations gives this Tribunal reasons to find it unreliable or to give it little to no weight. Moreover, in reviewing the evidence as a whole, Canada did not challenge this specific evidence from the AFN. Furthermore, Canada even refers to the Amended Affidavit of Craig Gideon, affirmed March 22, 2024 at paras 8–9 in their factum submissions.

[514] The Tribunal finds that the ISC Appeals process does not have a focus to identify systemic issues aside from some aspects that are evaluated in the random audits. Moreover, the ISC Appeals process and is not intended to act as a complaints mechanism. The Appeals Committee deals only with requests that have already been determined and may be re-examined by the Appeals Committee.

[515] Ms. St-Aubin affirmed in her revised affidavit that a complaints mechanism is duplicative and conflicts with the appeals process already established by way of agreement with the parties. However, Ms. St-Aubin agreed on cross-examination that complaints regarding issues that arose either (a) prior to a determination, or (b) following an approval, would not go through the appeals committee and that a complaints mechanism receiving those complaints would not be duplicating the appeals process. Ms. St-Aubin admitted on cross-examination that such a complaint mechanism, and an independent office for ensuring compliance, would be important.

[516] Furthermore, Canada admits that 1 out of 2 denied requests is reversed in appeal, in other words, every two denied requests ought to have been approved. This speaks volumes in terms of the importance of the arms-length Appeals mechanism to allow corrections of unfounded denials of services for First Nations children.



[517] In Canada's Executive Summary of Agreement-in-Principle on Long-Term Reform posted online, updated July 2023 and filed as part of the Caring Society's motion materials, Canada mentions that it will take urgent steps to implement the measures set out in a work plan to improve outcomes under Jordan's Principle, based on ISC's compliance with the Tribunal's orders. The work plan specifically includes commitments to: Identify, respond to and report on urgent requests; Develop and implement Indigenous Services Canada internal quality assurance measures, including training on various topics, a complaint mechanism, and an independent office to ensure compliance (...).

[518] Dr. Gideon also had the following exchange with the Caring Society counsel at her cross-examination:

Q. "Develop and implement Indigenous Services Canada internal quality assurance measures, including training on various topics, complaint mechanism, and an independent office to ensure compliance;"

Do you see that?

A.

I do.

Q.

And would you agree that the Complaint mechanism in the independent office to ensure compliance that was discussed there, would be something that was separate from the Appeals Committee?

A. Yes.

[519] ISC committed to the development and implementation of a complaints mechanism, alongside an independent office to ensure compliance, in the AIP Workplan in 2021. Dr. Gideon testified that this complaints mechanism and independent office would be separate from the Appeals Committee. As Dr. Gideon describes in her affidavit, the Appeals Committee's role is to assess denied Jordan's Principle requests. On cross-examination, Dr. Gideon agreed that the Appeals Committee could only be an avenue for complaints regarding requests that had been determined and denied, in whole or in part. Dr. Gideon could not even see how the Appeals Committee would receive complaints regarding issues

that arose (a) prior to a determination or (b) following an approval, such as failure to make a timely reimbursement.

[520] The Tribunal finds that contrary to what Dr. Gideon affirmed, the role of Appeals Secretariat, is not one of advocacy supporting families in bringing appeals forward, rather it is a role of administrative support and it prepares summary-style documents for the External Expert Review Committee's review in its determinations of appeals. Moreover, the quality assurance team performs random audits at ISC's Call Centre and while it may assist in improving the quality of services, it does not supplant the need for an effective complaints mechanism.

[521] The Tribunal finds that in applying a systemic lens and supported by the available evidence and the evolution of Jordan's Principle, that establishing a credible, transparent and effective Independent Jordan's Principle complaints mechanism within a reasonable time period through consultations amongst the parties would assist the effective implementation of the Tribunal's orders. The arms-length Appeals mechanism is now implemented and is effective. This was done successfully in these proceedings with the assistance of all the parties. However, the process does not account for multiple other issues such as processing timelines, delays in paying service providers or reimbursing families who have paid out of pocket that may arise in the process of seeking services under Jordan's Principle.

[522] The Tribunal finds that the evidence supports the clear need for a credible and independent national and effective Jordan's Principle complaints mechanism and there is no doubt that the Tribunal has the authority to order it under section 53 (2) of the *CHRA*.

[523] Section 53(2)(a) of the *CHRA* gives this Tribunal the jurisdiction to make a cease and desist order. In addition, if the Tribunal considers it appropriate to prevent the same or a similar practice from occurring in the future, it may order certain measures including the adoption of a special program, plan or arrangement referred to in subsection 16(1) of the *CHRA* (see *National Capital Alliance on Race Relations (NCARR) v. Canada (Department of Health & Welfare)* T.D.3/97, pp. 30-31). The scope of this jurisdiction was considered by

the Supreme Court of Canada in *CN v. Canada (Canadian Human Rights Commission)*, 1987 CanLII 109 (SCC), [1987] 1 SCR 1114, [*Action Travail des Femmes*]). In adopting the dissenting opinion of MacGuigan, J. in the Federal Court of Appeal, the Court stated that:

...s. 41(2)(a), [now 53(2)(a)], was designed to allow human rights tribunals to prevent future discrimination against identifiable protected groups, but he held that "prevention" is a broad term and that it is often necessary to refer to historical patterns of discrimination, in order to design appropriate strategies for the future..... (at page 1141).

(...)The Court pointed out that:

Unlike the remedies in s. 41(2)(b)-(d), [now Section 53], the remedy under s. 41(2)(a), is directed towards a group and is therefore not merely compensatory but is itself prospective. The benefit is always designed to improve the situation for the group in the future (...), (at page 1142),

(The Tribunal applied the above in these proceedings in 2018 CHRT 4).

[524] The Tribunal has made numerous findings on section 53 (2) of the *CHRA* in previous rulings in these proceedings including in the above and continues to rely on those findings. In sum, the Tribunal finds that it has sufficient evidence to support an order for an interim Independent complaints mechanism under section 53 (2) of the *CHRA* especially under subsection a as explained above, and that the *CHRA* is structured so as to encourage this innovation and flexibility in fashioning effective remedies, (see Grover). Moreover, the Jordan's Principle's Independent Appeals mechanism was already called for by this Tribunal. The Tribunal found that while Canada already had an internal appeals process, the evidence supported the need for an independent appeals process for Jordan's Principle where some of the decision makers are composed of health professionals who act in concert with other professionals and are independent from the government.

[525] In 2017 CHRT 14 at paragraph 103, this Tribunal ordered Canada:

Pursuant to section 53(2)(a) of the *Act*, the Panel orders Canada to ensure its processes surrounding Jordan's Principle implement the standards detailed in the "Orders" section below, under "Processing and tracking of Jordan's Principle cases." In addition, Canada should turn its mind to the establishment of an independent appeals process with decision-makers who are Indigenous health professionals and social workers.

(...)

[133] The orders made in this ruling are to be read in conjunction with the findings above, along with the findings and orders in the Decision and previous rulings (2016 CHRT 2, 2016 CHRT 10 and 2016 CHRT 16). Separating the orders from the reasoning leading to them will not assist in implementing the orders in an effective and meaningful way that ensures the essential needs of First Nations children are met and discrimination is eliminated.

(...)

v. If the request is denied, the government department of first contact shall inform the applicant, in writing, of his or her right to appeal the decision, the process for doing so, the information to be provided by the applicant, the timeline within which Canada will determine the appeal, and that a rationale will be provided in writing if the appeal is denied.

[526] In 2019, the Tribunal reiterated the importance of a timely and independent appeals mechanism involving health professionals and other professionals, to address such requests under Jordan's Principle, (see 2019 CHRT 7 at paras. 55 and 75).

[527] Canada in response to the Tribunal's orders has now implemented an arms-length Jordan's Principle appeals mechanism that is impactful.

[528] More recently, in *Andre v. Matimekush-Lac John Nation Innu*, 2021 CHRT 8, the Tribunal ordered the creation and implementation of a mechanism to allow for the lodging of official complaints:

[236] In addition, the Tribunal orders the Respondent to draft, create and implement, in consultation with the Commission, one or more policies concerning harassment and discrimination in the workplace and the duty to accommodate, including procedures or a mechanism for officially lodging complaints regarding workplace harassment and discrimination or reporting it, and another mechanism for its administration to respond to and process such reports and complaints.

[529] Ms. St-Aubin identified in her cross-examination that one of the reasons the Caring Society can be helpful in assisting families and children, and in identifying systemic issues, is that there is a level of comfort that requestors may have with the Caring Society, their community, or their service coordinator. The Tribunal finds that the same could be said about

First Nations requestors having a level of comfort with the AFN, the COO, the NAN or the FNLC since they are First Nations organizations.

[530] The Tribunal agrees with the Caring Society that this creates a vehicle for additional information to flow in problematic cases. Comfort and trust help ISC do its job and benefit First Nations children.

[531] The Tribunal finds the complaints mechanism should aim to fill a similar role. This would ensure that requestors feel comfortable relying on the accountability mechanism.

[532] Moreover, according to the evidence found at Exhibit 7 attached to of Ms. Brittany Mathews' affidavit dated January 12, 2024, the JPOC identified on May 9, 2023, that the complaints mechanism must be established in a way that "ensures requestors and their families will not fear reprisal for submitting a complaint, and instills trust, recognizing the power dynamic individuals face when interacting with the federal government. (...) Tracks trends in complaints to address systemic issues families may be facing when accessing Jordan's Principle Multiple streams may need to be established for different types of complaints, for instance, complaints from Individuals/Requestors Service Coordinators, Service Providers".

[533] The Tribunal finds that given the above, a complaints mechanism ought to be independent.

[534] Moreover, it has now been over 7 years since the Tribunal has crafted its detailed Jordan's Principle and substantive equality orders and the Tribunal must ensure the effectiveness of its orders. The Tribunal finds that it is paramount that Jordan's Principle requestors do not fall into gaps within a process that is intended to remove gaps and accessibility barriers in services for First Nations children. An Independent complaints mechanism would be responsive to those gaps and would improve Jordan's Principle's effectiveness. There comes a time when discussions need to lead to action.

[535] The Tribunal in keeping with the dialogic approach orders consultations amongst the parties rather than dictating all the details concerning the interim complaints mechanism.

The parties will return to the Tribunal to seek further guidance or with their consent order requests, if possible, or with their views on possible options supported by available evidence. The Tribunal made findings in previous rulings about the reasons justifying the need for an independent appeals mechanism those findings can inform consultations on the interim complaints mechanism.

[536] The Tribunal agrees that broad consultations with rights holders First Nations are important for the implementation of a permanent complaints mechanism and that the First Nations should not only have a voice in all aspects of its creation but also in the composition of the complaints mechanism.

[537] The BCAFN have already adopted a resolution and the AFN Chiefs-in-Assembly may do the same. If the First Nations reject such a recourse and prefer another one, the AFN can advise the Tribunal. However, no such thing was done prior to the creation of the arms-length Appeals mechanism that has now been implemented. Further, Canada admitted that it will remain involved in Jordan's Principle even if many First Nations assume service delivery. Therefore, a complaints mechanism for ISC's involvement has merit.

[538] The Tribunal agrees with Canada that the Jordan's Principle Operations Committee (JPOC) is an excellent forum to bring discussions on the complaints mechanism however, according to the parties, the last meeting was in the spring of 2024. Furthermore, the evidence shows that JPOC had a discussion on the complaints mechanism in May 2023. Therefore, it may be more expeditious to have the parties consult on an interim complaints mechanism in the near future and then submit their ideas to the JPOC. Without making a determination on this aspect, the JPOC may be of assistance to the creation of an interim independent complaints mechanism.

[539] The Tribunal also agrees with the AFN and Canada that the backlogs needs to be addressed and objective criteria for urgent cases must be developed as a priority and parties should focus their efforts on this until at least January 9, 2025.

[540] Again, the Tribunal agrees it would be best to have broad consultations with First Nations for the creation of a permanent independent Indigenous-led complaints mechanism.

This may take a long time to achieve to ensure First Nations are involved in its design, creation and composition.

[541] In the interim, especially given that Canada will remain involved in Jordan's Principle even if First Nations assume greater Jordan's Principle roles, the Tribunal believes that a non-complex but effective independent complaints mechanism can be implemented until such time as a permanent independent Indigenous-led complaints mechanism is developed and established or a long-term alternative is included in a Jordan's Principle long-term reform settlement agreement and accepted by this Tribunal or, another long-term alternative is put forward as a result of the parties' meaningful consultations and involvement with First Nations, First Nations experts and organizations in Canada and proposed by the parties and accepted by this Tribunal. The long-term aspect of the independent complaints' mechanism will be revisited at a later date by this Tribunal. The parties may choose to develop different mechanisms as part of their long-term reform negotiations and the Tribunal remains open and flexible in that regard.

[542] The AFN and Canada have indicated that they are determined to enter negotiations for a long-term reform agreement on Jordan's Principle by March 2025 and until then, they would prefer using their energies and focus to address the backlogs. The Tribunal agrees on the need to focus on the backlogs. However, the Tribunal is not convinced that an agreement on long-term reform on Jordan's Principle will be completed by March 2025. These proceedings contain multiple examples of deadlines that needed to be extended for different reasons. Moreover, even if a long-term agreement was reached in March 2025, it would need to be approved by the AFN Chiefs-in-Assembly and then by this Tribunal. This may take a number of months. Refraining from interim orders that ensure the effectiveness of the Tribunal's orders in the hopes of a potential future agreement does not assist the First Nations children and families in need of essential services.

[543] Therefore, the Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties in the manner of their choice (mediation, conflict resolution, negotiations, etc.) with the goal of arriving at consent order requests if possible

and, if not, with options for orders supported by rationale and available evidence to establish an interim independent, non-complex but effective, credible, national Jordan's Principle complaints mechanism and to report back to the Tribunal by February 24, 2025.

## **V. Order**

[544] The Tribunal in accordance with the dialogic approach in this case and recognized by the Federal Court and pursuant to section 53 (2) (a) of the *CHRA* and the Tribunal's previous Jordan's Principle orders and retained jurisdiction, orders Canada to consult with the parties in the manner of their choice (mediation, conflict resolution, negotiations, etc.) with the goal to arrive at consent order requests if possible and if not, with options for orders supported by rationale and available evidence and to report back to the Tribunal by January 9, 2025. The FNLC may only participate on consent of all the parties. The parties' consultations will include but are not limited to the following aspect:

- Parties will seek to co-develop objective criteria to be used to identify urgent Jordan's Principle requests by January 9, 2025.

[545] Furthermore, the parties will also include in their consultations, all the Tribunal's consultation orders found below.

[546] The Tribunal, on consent of the parties has determined two levels of urgent services in a 2020 CHRT 36, referred to above:

1. urgent cases involving reasonably foreseeable irremediable harm (requiring immediate response); and
2. the other urgent ones requiring action within 12 hours (see 2020 CHRT 36 Annex A).

[547] The Tribunal confirms that "life threatening cases", and cases involving end-of-life/palliative care, risk of suicide, risk to physical safety, no access to basic necessities (the Tribunal orders that this must be defined by the parties as part of their consultations on objective criteria to be used to identify urgent Jordan's Principle requests), or risk of entering the child welfare system are urgent. The Tribunal has also been clear that the "time-sensitive



nature” of a case could also make it urgent. Some life-threatening situations may require immediate response and while others may require a timely response.

[548] The Tribunal agrees to include caregivers and children fleeing from domestic violence in the definition of other urgent cases requiring action within 12 hours. The Tribunal orders Canada to consult with the parties and seek to co-develop objective criteria and guidelines for these cases as part of their consultations on objective criteria to be used to identify urgent Jordan’s Principle requests.

[549] The Tribunal agrees that a child with no access to food or other basic necessities is considered an urgent case requiring action within 12 hours. The Tribunal also agrees that once food or other basic necessities have been provided it is appropriate to refer the family to other non-discriminatory services and, if the services include barriers, to eliminate those barriers. The Tribunal orders Canada to consult with the parties and seek to co-develop objective criteria and guidelines for these cases as part of their consultations on objective criteria to be used to identify urgent Jordan’s Principle requests and report back to the Tribunal by January 9, 2025.

[550] The Tribunal accepts Canada’s evidence that there are other services meant to support fire evacuations but Jordan’s Principle may still be engaged. However, a clear coordination between Jordan’s Principle and the other services ought to be established. In other words, referrals to other services are acceptable if the services are culturally appropriate, timely, effective and address needs in a meaningful way. The Tribunal accepts that a request could be multifaceted involving some aspects under Jordan’s Principle and other aspects under other emergency response services. Therefore, the Tribunal orders Canada to consult with the parties and to seek to co-develop guidelines on this coordination aspect and on how to triage and respond to the multifaceted requests that also involve Jordan’s Principle aspects as part of their consultations on objective criteria to be used to identify urgent Jordan’s Principle requests and report back to the Tribunal by January 9, 2025.

[551] The Tribunal agrees that bereavement is a sacred time for First Nations children and that the passing of a parent, sibling or close relative can be particularly traumatic. The Tribunal agrees that in some cases urgent services may be required and in other cases it may be time sensitive (more than 12 hours) but not urgent. The Tribunal also recognizes that cultural ceremonies of many forms are important services in line with substantive equality and also agrees with the AFN that all types of ceremonies should be considered not only potlaches. The Tribunal agrees that First Nations children who lose a parent face numerous life-altering risks and may need Jordan's Principle services even in the absence of a child welfare removal. The Tribunal will review the objective criteria to be used to identify urgent Jordan's Principle requests developed by the parties and will revisit this request at that time.

[552] The Tribunal confirms that Canada is not bound by the Back-to-basics policy under the Tribunal's orders and clarifies that some of the main aspects are in line with the Tribunal's orders and some are not. For clarity, the Tribunal does not discuss every aspect of the Back-to-basics policy, only some that stand out.

[553] Aspects that are in line with the Tribunal's orders: presumption of substantive equality, supporting documentation kept minimal, professionals identifying urgent cases. (However, the Tribunal orders Canada to consult with the parties and seek to co-develop objective criteria to determine who is a qualified professional with relevant competence and training as part of their consultations to develop objective criteria to be used to identify urgent Jordan's Principle requests and report back to the Tribunal by January 9, 2025).

[554] The Tribunal clarifies the above should be maintained.

[555] \* A presumption of substantive equality is a means to break down accessibility barriers and remove burdens on requestors of having to prove how their requests meet the substantive equality test. The Tribunal has no intention to deny ISC's right of rebuttal or say in assessing the requests.

[556] \*\* While documentation should be kept minimal, this does not mean that it is unreasonable to request some supporting documentation. The higher the complexities or costs the more reasonable it is to require supporting documentation.

[557] Aspects that are not in line with the Tribunal's orders:

- Self-declaration of urgent cases when no health or other qualified professional is involved (the Tribunal will revisit this once the parties have defined the terms "qualified professional" as they co-develop objective criteria to be used to identify urgent Jordan's Principle requests).
- Canada's interpretation that there is no possibility of re-classifying an urgent case as a non-urgent case.
- The requirement that once identified, every request must be dealt with in the same way with zero flexibility for escalating matters whose facts, on their face, could justify increased attention.
- The inability of ISC to prioritize matters.

The Tribunal clarifies the above should be eliminated.

[558] Pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, the Tribunal orders Canada to:

1. Immediately deal with the backlog with the assistance of the Tribunal's clarifications mentioned above and return back to the Tribunal with its detailed plan with targets and deadlines by December 10, 2024.
2. Report back to the Tribunal and the parties by December 10, 2024, to identify the total number of currently backlogged cases both nationally and in each region, including the intake backlog, the in-progress backlog, and the reimbursement backlog, including with information regarding the cumulative number of backlogged cases at month's end, dating back 12 months.
3. Triage all backlogged requests for urgency with the assistance of the Tribunal's clarifications mentioned above. ISC shall review all self-declared urgent requests and

evaluate if the requests are in fact urgent as per the tribunal clarifications and if not, reclassify them as non-urgent by December 10, 2024. If a qualified professional with relevant competence and training has deemed them urgent and until such time as the parties develop a definition for a qualified professional with relevant competence and training, ISC shall deem the requests urgent.

4. Communicate with all requestors with undetermined deemed urgent cases as per the Tribunal's clarifications to take interim measures to address any reasonably foreseeable irremediable harms within fourteen days of the Tribunal's order and report back to the Tribunal by December 10, 2024.
5. Consult and work with all parties to co-develop solutions to reduce and eventually eliminate the backlog that are efficient and effective and that can work within a government context (this does not mean that red tape should be excused or permitted in this system) and report back to the Tribunal by January 9, 2025.

[559] The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to confirm by December 10, 2024, that staff have authority to review and determine urgent requests and are available in sufficient numbers during and outside business hours and that requestors can immediately and easily indicate that their request is urgent.

[560] The Tribunal pursuant to section 53 (2) (of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to ensure that by December 10, 2024, requestors who have made an existing non-urgent request that has become urgent have an effective and expeditious way to indicate that the status of their non-urgent request has now changed to urgent.

[561] The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to confirm if its website and social media pages clearly indicate the relevant contact phone numbers, email addresses, and hours of operation for the ISC office in each province/territory and for headquarters, for requests and payment inquiries. Canada will provide this information to the Tribunal by December 10, 2024.

[562] the Tribunal confirms that where Canada has agreements with First Nations for service delivery under Jordan's Principle or under other programs that can address the child's needs in a timely manner, Canada may refer the Jordan's Principle requestors to the First Nations as long as Canada does not transfer its legal obligations to them or set them up to fail. For example, as a principle, insufficient resources including insufficient funding and unsustainable resources including funding under the agreements would be similar to the systemic discrimination found and would likely be considered a transfer of Canada's obligations setting First Nations up to fail the children they serve. The Tribunal in clarifying its orders to allow Canada to refer Jordan's Principle requestors to First Nations wants to ensure that First Nations and First Nations organizations receiving, and/or determining and/or funding Jordan's Principle requests have sufficient resources, including funding, to do so and sustainable resources, including funding, to do so. The Tribunal does not have this information and would like to be better informed by Canada on this important aspect by January 9, 2025.

[563] Therefore, the Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, allows Canada to refer Jordan's Principle requestors to First Nations or First Nations community organizations engaged in the administration of Jordan's Principle pursuant to a contribution agreement with Canada as per the Tribunal's orders below in i and ii. Canada can do so immediately and in the interim for ii (see details below for ii), and, until such time as either:

1. New criteria, guidelines and a new process are developed by the parties and approved by the Tribunal;
2. If it is already in existence and in conformity with the Tribunal's requirements above (the Tribunal does not yet know and would like to find out), the existing criteria, guidelines and process are provided to the Tribunal by way of an affidavit for the Tribunal's review and approval. This should be filed no later than December 10, 2024 and parties will have an opportunity to file responding affidavits, cross-examine the affiant and Canada will have an opportunity to file a reply affidavit and to cross-

examine the other affiants. All parties will have an opportunity to file written submissions before the Tribunal makes a determination on this specific point; or

3. The parties may propose any other option to the Tribunal that may be more expeditious in addressing this specific point and that would allow the issue to be dealt with efficiently, adequately, fairly and in the best interest of First Nations children viewed through an Indigenous lens.

The parties will report back to the Tribunal on their views on the 3 options above by December 10, 2024.

[564] The Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties in the manner of their choice (mediation, conflict resolution, negotiations, etc.) with the goal of arriving at consent order requests if possible and if not, with options for orders on an interim mechanism as referred to above and supported by rationale and available evidence and to report back to the Tribunal by February 12, 2025.

[565] Pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous orders, the parameters on Canada's obligations under the *CHRA* and the Tribunal's Jordan's Principle orders mentioned above, including the interdiction to underfund in a similar fashion than the one found in the Merit Decision and/or off-load its legal obligations to First Nations, the Tribunal orders that, when ISC is the government department of first contact, Canada may refer requestors:

- i. to an existing and applicable Jordan's Principle group request that has already been approved and that is being administered by a First Nation or First Nation community organization pursuant to a contribution agreement with Canada; or
- ii. to an applicable First Nation or First Nation community organization engaged in the administration of Jordan's Principle pursuant to a contribution agreement with Canada; (this ii. order is an interim order which will be revisited by the Tribunal, once the Tribunal has received more information from Canada on the contribution agreements and the criteria, guidelines and process as explained above).

However, where a request is deemed urgent in accordance with the objective criteria to be developed by Canada, the AFN, the Caring Society, the COO, the NAN and the Commission, ISC will first take into account whether or not referring the requestor will enable faster access to the requested product, service or support.

For greater clarity, where Canada enters into a contribution agreement with any First Nation or First Nation community organization to administer Jordan's Principle, whether through a group request or otherwise, that First Nation or First Nation community organization is not bound by the Tribunal ordered timelines or procedural terms of any of the Tribunal's Jordan's Principle orders that are directed at Canada.

[566] The Tribunal does not agree to change timelines for urgent services at this time. The Tribunal believes that adjusting Jordan's Principle operations, with the Tribunal's clarifications above, would reduce and reclassify some of the allegedly urgent cases that are not truly urgent and allow Canada to manage the truly urgent cases in the Tribunal ordered timelines. Canada shall monitor cases after implementing the Tribunal's clarifications of urgent requests and report back to the Tribunal by January 9, 2025.

[567] Without ordering a change in timelines at this time, the Tribunal agrees to receive options from the parties that would arise from their discussions in the format that they so choose (mediation, negotiations, conflict resolution, etc.) and in light of the Tribunal's clarifications. The Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties to seek to co-develop potential options supported by rationale and available evidence to present to this Tribunal in regards to timelines for non-urgent Jordan's Principle requests and report back to the Tribunal by January 9, 2025.

[568] However, the Tribunal rejects the proposed terms "Without unreasonable delay". This concept is vague and does not align with the best interest of the child or any reasonable practice standard. As even immediately and urgent were not understood the same way by everyone, the term "without unreasonable delay" would likely cause other misunderstandings.

[569] The Tribunal's orders in 2017 CHRT 14 and 2017 CHRT 35 were meant to start the determination clock at the reception of a request except when clinical case conferencing with professionals with relevant competence and training before the recommended service is approved and funding is provided to the extent that such consultations are reasonably necessary to determine the requestor's clinical needs information was required. Given the current backlog and the Tribunal's clarifications on the term urgent and the Tribunal's other consultation orders, the Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties and seek to co-develop guidelines on this aspect and return to the Tribunal with their options by January 9, 2025.

[570] The Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties to seek to co-develop interim practical and operational solutions supported by rationale and available evidence to redress the hardship imposed on individuals and families (requestors) by reimbursement and payment delays and report back to the Tribunal by January 9, 2025.

[571] The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, clarifies that consistent with its orders in 2017 CHRT 14 and 2017 CHRT 35, Canada cannot delay paying for approved services in a manner that creates hardship by imposing a burden on families that risks a disruption, delay or inability to meet the child's needs.

[572] The Tribunal finds the current standard deadlines for service providers to be reasonable if there are no delays. As a matter of good practice, guidelines should be in place to avoid unnecessary delays in reimbursements. Canada will report back to the Tribunal to inform the Tribunal if they have such guidelines and if so, provide a copy of the guidelines December 10, 2024. The Tribunal will revisit this once it has received Canada's information and/or guidelines.



[573] The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction orders Canada to report back to the Tribunal with a detailed report on its progress in coordinating its federal programs, especially since 2022 CHRT 8. The detailed report shall include a plan, specific targets, deadlines for implementation and the dates when the implementation targets have been met. The information provided shall be sufficient to assist this Tribunal and allow the Tribunal to understand Canada's progress so far. Canada will file its report with the Tribunal and copy all the parties by January 9, 2025.

[574] As a general matter and for clarification purposes, the Tribunal's orders impacts have primacy over any conflicting interpretation of the Financial Administration Act and related instruments such as "terms and conditions," agreements, policies and conduct that hinder the implementation of the Tribunal's orders. The Tribunal pursuant to section 53 (2) of the *CHRA*, the dialogic approach, the Tribunal's previous orders and its retained jurisdiction, clarifies that Canada shall not rely on the *Financial Administration Act*, and related instruments such as "terms and conditions," agreements, policies and conduct that hinder implementation of the Tribunal's orders to justify departures from this Tribunal's orders.

[575] The Tribunal pursuant to section 53 (2) (a) of the *CHRA*, the dialogic approach, the Tribunal's previous Jordan's Principle orders and its retained jurisdiction, orders Canada to consult with the parties in the manner of their choice (mediation, conflict resolution, negotiations, etc.) with the goal of arriving at consent order requests if possible and, if not, with options for orders supported by rationale and available evidence to establish an interim independent, non-complex but effective, credible, national Jordan's Principle complaints mechanism and to report back to the Tribunal by February 24, 2025.

### **Dialogic approach and reconciliation**

[576] The Tribunal emphasizes the importance and its commitment to the dialogic approach to resolve matters. The Tribunal strongly feels that the parties are best positioned to resolve the operational issues amongst themselves or with the assistance of mediators than by way of litigation. However, the Tribunal as demonstrated in the past, remains

committed in being flexible and to clarify orders when the parties need it. This may avoid costly, divisive litigation and lengthy delays that are not in the best interest of First Nations children and in respecting the parties' rights, obligations and expertise. In the spirit of reconciliation, the Tribunal remains committed and hopeful in the parties' true commitment to the dialogic approach to solve issues that arise.

**Updates since the summary ruling was released:**

[577] On December 4, 2024, the AGC wrote that ISC has determined that there are approximately 25,000 self-identified urgent cases in the backlog. ISC is reviewing these on a priority basis, taking into account the Tribunal's recent clarifications regarding urgency, the aspects of the Back-to-Basics policy that should be eliminated and referrals. In support of this review, each region has developed internal triaging processes to identify and address cases where a failure to act immediately could result in irremediable harm to the child.

[578] Canada submitted that they remain committed to fully implementing Jordan's Principle. The Panel's clarifications in the Summary Ruling are operationally beneficial in this regard. However, ISC's Jordan's Principle team has advised that meeting the Panel's expedited backlog-related timelines is not feasible, accounting for the significant size and complexity of the existing backlog. The backlog currently stands at approximately 131,000 requests, reflecting a continually rapid increase in demand for products, services and supports through the Jordan's Principle initiative.

[579] In accordance with the Summary Ruling, ISC will report to the Panel on December 10, 2024, providing an update on its progress respecting self-identified urgent requests and further details on its plan to address the backlog of Jordan's Principle requests, including which backlog-related orders can be implemented and feasible timelines for doing so.

[580] Given that backlog issues are already part of the co-development orders, Canada would be pleased to discuss reasonable adjustments to the Panel's backlog-related timelines as part of any Tribunal-assisted mediation.

[581] The Tribunal requested the parties' submissions by December 13, 2024 on the AGC's proposal to adjust the timelines to deal with the backlogs and to discuss this at a mediation.

[582] On December 9, 2024, the AFN wrote to the Tribunal to request the suspension of all deadlines until March 31, 2025. The AFN wrote as follows: As the Panel may be aware, the AFN had been extensively engaged with respect to the negotiation of a Final Settlement Agreement ("FSA") on the long-term reform of the First Nations Child and Family Services Program. The FSA was presented to the First Nations-in-Assembly at a Special Chiefs Assembly called for the purposes of its consideration. The FSA was ultimately rejected.

[583] The Chiefs took issue with the negotiation process and its settlement privileged nature, as well as a desire to seek a revised mandate from Canada to address issues including, but not limited to, funding for off-reserve children not covered by the FNCFS Program, the indefinite continuation of the actuals process, allocation of prevention funding to FNCFS agencies, as well as the indeterminate oversight of the CHRT over the implementation of any Final Agreement. The AFN attached resolution 60-2024 Addressing Long-Term Reform of the First Nations Child and Family Services Program and Jordan's Principle and resolution 61-2024 Meaningful Consultation on Long-Term Reform of First Nations Child and Family Services hereto for your information, which we would note were strongly supported by the Caring Society further to their presentations at the October Special Chiefs Assembly in Calgary, and as recently as this past week during the AFN's December Special Chiefs Assembly in Ottawa. At the December 2024 Special Chiefs Assembly, the Chiefs adopted Resolution 38, affirming their desire to move forward further to the mandates of resolutions 60 and 61-2024. Resolution 38, and an accompanying Resolution 41, speaking to the implementation of Resolutions 60 and 61-2024, will not be officially available until formally ratified and signed by the National Chief, however we have included draft copies of same for the Panel's consideration, along with emergency resolution 02-2024 which also has bearing on the AFN's mandate on these proceedings moving forward. The said resolutions also call for the establishment of a Children's Chiefs Commission who would have oversight of the negotiations of all long-term reform agreements, extending both to

long-term reform of the FNCFS Program and Jordan's Principle. The Resolutions also call for a new legal team to support said Commission's efforts. We understand that the Caring Society has been instrumental in crafting associated terms of reference relating to such efforts and should certainly be aware of the complexities with advancing same. Canada and the other parties have also been apprised of these revised AFN mandates and the state of negotiations generally at this time are in need of clarity, given the AFN has not received confirmation from Canada that they have a new negotiation mandate, along with the lack of clear source of funding to implement some aspects of these new resolutions. As the AFN's December Special Chiefs Assembly has just concluded this past week, the AFN must now take stock of the new mandates adopted therein and the interplay with resolutions 60/2024 and 61-2024. As said resolutions call for the creation of an entirely new entity, with a new negotiation and new legal team, the AFN is currently not in a position to move forward on this matter as set out in the Panel's letter decision. The AFN must consider how the resolutions can ultimately be given effect. The resolutions are complex and will require significant consideration by the AFN with respect to their implementation, which includes issues relating to resourcing and staffing, which are further complicated by the AFN's focus on this past week's Special Chiefs Assembly and upcoming two week shut down for the holidays. The AFN is therefore requesting that the Tribunal extend all timelines provided for in its summary ruling on the Jordan's Principle non-compliance motion and cross-motion to commence on March 31, 2025 to give the AFN sufficient time to take the necessary action(s) to fully consider and work towards implementation of the aforementioned resolutions, further to the will of the Chiefs. We would stress that this request is not being undertaken lightly, however, in light of the scope of the resolutions and their potential impacts on AFN governance, resourcing and staffing, including the potential for the appointment of new legal counsel, it is essential that the AFN be provided with sufficient time to clarify its role and mandate in these proceedings moving forward.

[584] On December 9, 2024, the Caring Society responded to the AGC's December 4, 2024 letter objecting to the extensions.

[585] On December 10, the AGC filed Canada's report as ordered by this Tribunal and detailed Canada's specific concerns with the ordered deadlines.

[586] On December 17, 2024, the Tribunal held a case management conference call to discuss Canada and the AFN's challenges with the Panel's November 21, 2024, ordered timelines. The Panel indicated that the summary ruling provided for this option and that the Panel welcomed it.

[587] The AFN indicated that regardless of their challenges they could start consultations as early as January 6, 2025.

[588] On December 17, 2024, Canada submitted the backlog would not be resolved within a month given that it is simply too large and that a specific date for completion is not possible at this time, however, the Tribunal's clarified orders are very helpful and the work continues to quickly identify requests that have the possibility of irremediable harm.

[589] The AGC proposed a one-month extension to allow Canada to apply the Tribunal's clarified orders and suggested revisiting the issue in a month to assess the effectiveness of the orders in reducing urgent requests. The AGC suggested that they could provide a written report, or a subsequent case management or both in a month.

[590] On December 18, 2024, the Tribunal directed Canada to provide an updated written report to this Tribunal by January 17, 2025. The Tribunal will revisit its deadlines to eliminate the backlog following the review of the updated report.

## **VI. Conclusion and Retention of jurisdiction**

[591] The Tribunal remains seized of the issue until long-term reform of Jordan's Principle is achieved or until the Tribunal's approval of the parties' agreement supported by adequate rationale and available evidence to clearly demonstrate how the agreement will effectively eliminate the systemic discrimination found and prevent it from recurring. Sustainability is crucial to eliminate the systemic discrimination and prevent its recurrence. This also means sufficient and sustainable resources including funding allocated to First Nations who choose

to take on a greater role in Jordan's Principle and for Canada's responsible department (at this time, ISC), which will remain involved as admitted by Canada in its evidence. The requirement for sufficient and sustainable resources including funding is in line with all of the Tribunal's previous rulings and has been repeated numerous times by this Tribunal in this case.

[592] Aside from the clarifications above, nothing in this ruling affects the Tribunal's previous rulings and orders. Furthermore, the Tribunal retains jurisdiction on all its previous rulings and orders except the compensation orders. The Tribunal will revisit this retention of jurisdiction once long-term reform has been addressed with long-term Tribunal orders or the parties' agreement that clearly demonstrate the systemic racial discrimination will be eliminated in implementing the agreed measures and the same or similar systemic racial discriminatory practices will not reoccur. This necessarily includes sufficient and sustainable resources for all First Nations on the long-term. The Tribunal's cease and desist the discriminatory practice order in the *Merit decision* is an injunction-like permanent order against Canada. The purpose of this order is to eliminate the mass removal of children from their respective Nations and to protect First Nations children, families and Nations for generations to come. Finally, the Tribunal encourages the parties to negotiate as part of both long-term reform processes, creative, innovative, needs-based culturally appropriate solutions that reflect the different context and needs of the many diverse First Nations.

*Signed by*

Sophie Marchildon  
Panel Chairperson

Edward P. Lustig  
Tribunal Member

Ottawa, Ontario  
January 29, 2025

## **Canadian Human Rights Tribunal**

### **Parties of Record**

**Tribunal File:** T1340/7008

**Style of Cause:** First Nations Child & Family Caring Society of Canada and Assembly of First Nations v. Attorney General of Canada (representing the Minister of Indigenous and Northern Affairs Canada)

**Ruling of the Tribunal Dated:** January 29, 2025

**Date and Place of Hearing:** April 2-3, 2024 and September 10-12, 2024

Ottawa, Ontario

### **Appearances:**

David Taylor, Sarah Clarke and Kiana Saint-Macary, for counsel for First Nations Child and Family Caring Society of Canada, the Complainant

Stuart Wuttke, Adam Williamson and Lacey Kassis, for counsel for Assembly of First Nations the Complainant

Brian Smith, for the Canadian Human Rights Commission

Dayna Anderson, Kevin Staska and Samantha Gergely, counsel for the Respondent

Darian Baskatawang, counsel for the Chiefs of Ontario, Interested Party

Meaghan Daniel, counsel for the Nishnawbe Aski Nation, Interested Party

Crystal Reeves and Dawn Johnson, counsel for First Nations Leadership Council, Interested Party

## Quilty, Jamie Lee

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**From:** Reynoldson, Andrea  
**Sent:** Monday, February 10, 2025 1:06 PM  
**To:** busch, pauline; Ritchie-Corrigan, Rhonda; Reich, Sharon; Dauvin, Lindsey; Gola, Michelle; Huber, Cathy; Khan, Ibrahim; Matz, Laura; Bishop, Nicole; Pinay, Crystal; Roache, Cindy; Ulrich, Kelly; Andkhoie, Mustafa (he-il); Aasen, Jaime (she); Sanderson, Mary-Lou; Dawiskiba, Rhonda; Gillies, Lisa (she-elle); Tremaine, Shari; Ross, Kyla; Denton, Mary Ann (she); Desjarlais, Peter; Kashmere, Stacey (she); Desnomie, Rod  
**Subject:** FW: Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf  
**Importance:** High

Sharing this information with you for your situational awareness. Please do not forward this information, sharing this as FYI only. There will be separate external communications going out on this later this afternoon. Once the information goes out externally, if you get any inquiries please direct them to myself and the Jordan's Principle team via the generic inbox Mary Lou shared at EBC.

Thanks

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

Alliée/Allié de l'Espace positif  Positive Space Ally

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**From:** Reynoldson, Andrea  
**Sent:** Monday, February 10, 2025 11:57 AM  
**To:** Sanderson, Mary-Lou ; Agyemang, Ezekiel ; Alexson, Lynndel ; Ballman, Teres ; Bartley, Marlene ; Billingsley, Bradley ; Brady, Claudine ; Campbell, Tanya ; Crowe, Cindy ; Cyr, Brad ; Cyr, Stacey ; Desjarlais, Peter ; Domodossola, Patrizia ; Faubert, Trelyn (she) ; Faul, Robyn ; Fiala, Monica ; Fieldgate, Allison ; Gaitens, Kitiara (she-elle) ; Game, June ; Gee-O'Connor, Rhonda ; Gelowitz, Marlee ; Graham, Christine (she-elle) ; Graham, Paula ; Hancock, Nicole ; Hardy, Allison ; Harriman, Shannon ; Haydt, Hannah ; Kimbley, Paige ; LeBlanc, Joy ; Lewis, Christine ; Londono Montoya, Surley (she) ; Mahingen, Jana ; Mguni, Victor (he-il) ; Mwenge, Romus (he) ; Nwaodu, Raj (she) ; Pekrul, Steve (he/they) ; Pinay, Alana ; Redman-Sangwais, Chenoa ; Richards, Carla ; Asapace, Savannah (she-iskwêwiw) ; Schaefer, Loretta ; Sebastian, Maureen ; Selinger, Erin ; Sule, Princess (she) ; Sutherland, Geoffrey (he-il) ; Syed, Heba (she) ; Tanner, Lori ; Wagner, Kim ; Warner, Montana ; Weippert, Mark (he-il) ; Pinay, Crystal ; Desjarlais, Peter  
**Subject:** Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines  
**Importance:** High

**For Internal Use Only – Do not forward this email externally**

Dear Team,

I hope you're all doing well.



We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance. Your management team has scheduled a team check in for later this afternoon as well so you have an opportunity to discuss in my detail.

Best regards,

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

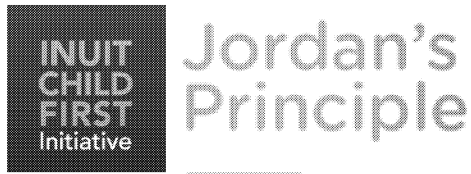
**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.





## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



# Jordan's Principle

## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:

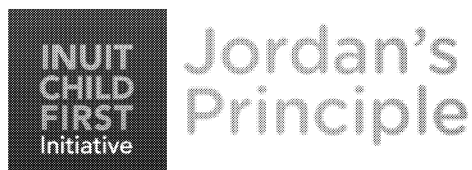


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

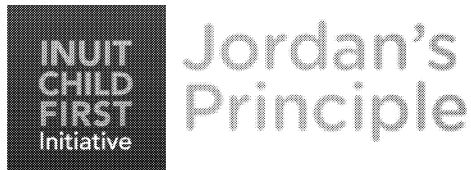
**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

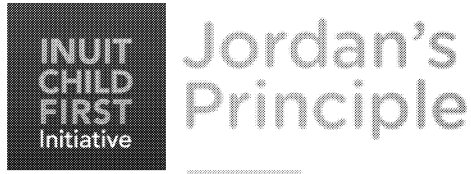
**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** SK Region RDG-REO Office  
**Sent:** Monday, February 10, 2025 1:50 PM  
**Subject:** Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Dear Partners,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to our generic email: [principedejordansk\\_admission-jordansprinciplesk\\_intake@sac-isc.gc.ca](mailto:principedejordansk_admission-jordansprinciplesk_intake@sac-isc.gc.ca)

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Regards,  
Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)

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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.



# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Reynoldson, Andrea  
**Sent:** Monday, February 10, 2025 4:05 PM  
**To:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** Questions on operational direction

Questions so far:

- 1) Page 2 - It notes that every request must show the child either experienced gaps or delays in accessing government services or was denied an existing government service because of their identify. Does does this apply to requests for things that are not government funded or are beyond the normative standard (ie: paying for private psychological/educational assessments because of long wait lists, or paying for private allied health services that are beyond the normative standard).
- 2) Page 2 - "Requests for sporting events" - what do we define as sporting events? Would this apply to things like the purchase of sporting equipment?
- 3). Page 3 - "School-related requests, unless linked to the specific health, social or educational needs of the First Nations child" - how does this statement apply to on-reserve requests for things like EA's, SLP's, OT's, cultural/language supports? Can regions continue approving group funding for these types of items as long as the request is child specific and linked to the needs of the group of children?
- 4). Page 4 - Management of Group Requests - "Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle" - what does this mean for backlogs? We likely will not clear the backlog by Mar 31, and will have questions about what that means for requests submitted in this fiscal year that don't get reviewed until next fiscal
- 5). Page 4 - last bullet - "New group requests for Jordan's Principle funding beyond one fiscal year are no longer approved" - what about those multi year group requests that were previously approved and for which they were already entered into GCIMS (which then requires a negative NOBA to reduce/remove funding)
- 6) Page 5 - Supporting Documentation - notes that top-up funding will not be provided. Does this apply to the social group funding? If so, we will need to work with requestors on this ASAP as much of this funding can be urgent and if we require new group requests with significant additional information this likely drastically increase workload for ISC staff as the requests will need to come through individual at least in the short term

thanks

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

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## Quilty, Jamie Lee

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**From:** [REDACTED]  
**Sent:** Tuesday, February 25, 2025 3:48 PM  
**To:** Reynoldson, Andrea  
**Subject:** Re: [EXTERNAL] Important Operational Changes to Jordan's Principle

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Andrea,

Thank you for providing this update.

My interpretation of this communication is that federal schools and provincial schools will be treated differently. The first sentence in the bullet below appears to refer to federal schools, with the second sentence referring to provincial schools. The way that I read this is that support for students attending provincial schools will not be funded through Jordan's Principle, and will be deemed the responsibility of the provincial government.

*Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:*

- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.*

Is this understanding correct? Any clarification that you may be able to provide would be much appreciated.

Kind Regards,

----- Forwarded message -----

**From:** SK Region RDG-REO Office <skregionrdgreo@sac-isc.gc.ca>  
**Date:** Mon, Feb 10, 2025 at 12:50 PM  
**Subject:** [EXTERNAL] Important Operational Changes to Jordan's Principle  
**To:**

Dear Partners,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

s.19(1)

Should you have any questions or require further clarification, please do not hesitate to reach out to our generic email: [principedejordansk\\_admission-jordansprinciplesk\\_intake@sac-isc.gc.ca](mailto:principedejordansk_admission-jordansprinciplesk_intake@sac-isc.gc.ca)

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Regards,

Andrea Reynoldson (she-elle)

A/Regional Executive

First Nations & Inuit Health, Saskatchewan Region

Indigenous Services Canada

Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)

Alliée/Allié de l'Espace positif  Positive Space Ally

Quilty, Jamie Lee

**From:** Reynoldson, Andrea  
**Sent:** Thursday, February 20, 2025 2:59 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: [REDACTED]

Hi [REDACTED] the changes in the operational bulletin are effective immediately and apply to all requests that we review and approve, including those requests that were submitted prior to February 10, so unfortunately yes the new guidelines do apply. However, I do wonder if there is an avenue to engage some other programs, such as CFS, to determine if there are other programs that could support. Are you ok with us sharing the submission with our CFS program colleagues to determine if there could be other funding available outside of Jordan’s Principle?

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

Alliée/Allié de l’Espace positif  Positive Space Ally

**From:** [REDACTED]  
**Sent:** Thursday, February 20, 2025 11:02 AM  
**To:** Reynoldson, Andrea  
**Cc:** [REDACTED]  
**Subject:** FW: [REDACTED]

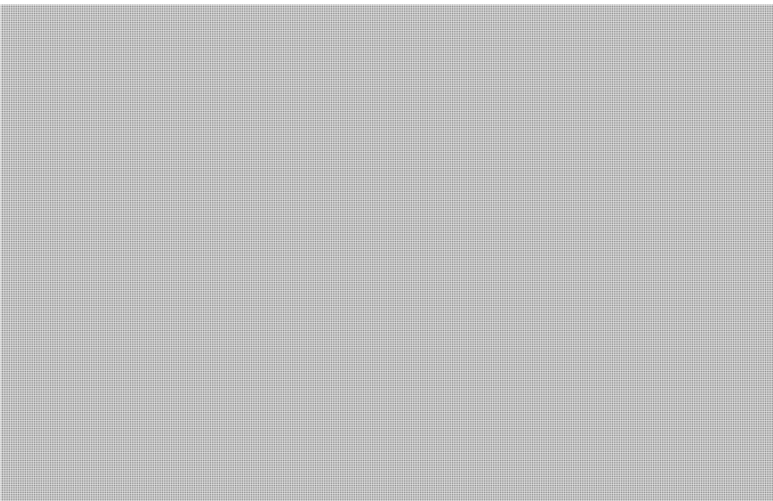
Good morning Andrea,

We had a question we were hoping you could help us with regarding the [REDACTED] application we submitted to Jordan’s Principle on [REDACTED]

We are well aware of the bulletin with updates was sent out on February 10, 2025 on changes to what will be covered – in the case of this application, non-medical travel costs plays a big impact on our submission – with mileage and accommodation for Elders, Healers and youth being part of the existing budget.

As we had submitted prior to these changes and notification of the changes – will the application be assessed on the criteria at the time of submission or will be have to edit our budget based on changes that came AFTER the submission and confirmation of receipt?

Thank you!



**From:** Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>  
**Sent:** January 30, 2025 3:05 PM  
**To:** Chris Litke <[chris.litke@fsin.com](mailto:chris.litke@fsin.com)>

**Cc:** Principe de Jordan SK\_Admission / Jordans Principle SK\_Intake <[principedejordansk\\_admission-jordansprinciplesk\\_intake@sac-isc.gc.ca](mailto:principedejordansk_admission-jordansprinciplesk_intake@sac-isc.gc.ca)>

**Subject:** FW: [REDACTED]

Good afternoon [REDACTED] confirming receipt of application and documents.

**From:** ([REDACTED])

**Sent:** Monday, January 27, 2025 2:56 PM

**To:** Principe de Jordan SK\_Admission / Jordans Principle SK\_Intake <[principedejordansk\\_admission-jordansprinciplesk\\_intake@sac-isc.gc.ca](mailto:principedejordansk_admission-jordansprinciplesk_intake@sac-isc.gc.ca)>

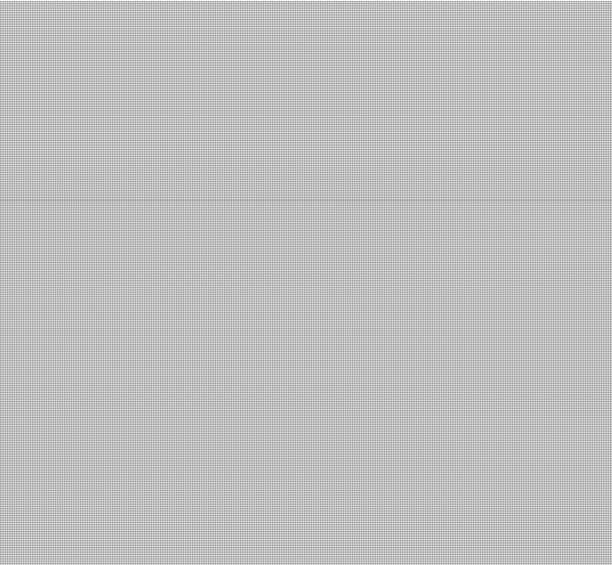
**Cc:** andrea.reynoldson@canada.ca <[andrea.reynoldson@canada.ca](mailto:andrea.reynoldson@canada.ca)>; Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>;

**Subject:** [REDACTED]

Please find attached the [REDACTED] along with the required support letters.

Thank you,

[REDACTED]



Quilty, Jamie Lee

**From:** Reynoldson, Andrea  
**Sent:** Thursday, February 20, 2025 2:52 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED] Sanderson, Mary-Lou; Pinay, Crystal; Desjarlais, Peter; SK Jordans SC  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports - [REDACTED] Jordan's Principle

[REDACTED]

I understand that the recent updates to the implementation of Jordan’s Principle have raised concerns, and I acknowledge the impact this has on service coordination organizations in implementing these changes. I appreciate the challenging conversations organizations are having with families, and we’re committed to working collaboratively to try to support however we can. Prior to the new operational direction, The *Emergent Guidelines for Delivering Social Supports* stated that an approval up to 12-months was to be considered in exceptional circumstances and was based on the duration specified in the recommendation letter and the demonstrated financial need of the family. We also encouraged that grocery payments should be issued on a weekly or monthly basis and advance lump sums were not to be authorized.

Under the new operational direction, regions do not have the authority to approve social requests beyond a 6-month timeframe, any requests exceeding 6 months must be escalated to our national office for decision.

I recognize that this is not an easy process, and changes like these can be challenging. Please know we are committed to working together to ensure that families receive the support they need. Your collaboration and dedication are truly appreciated as we move forward and navigate these new updates.

Thanks,

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

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**From:** [REDACTED]  
**Sent:** Wednesday, February 19, 2025 9:20 AM  
**To:** Reynoldson, Andrea  
**Cc:** [REDACTED] Sanderson, Mary-Lou ; Pinay, Crystal ; Desjarlais, Peter ; SK Jordans SC  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports - [REDACTED] Jordan's Principle

Good morning Andrea,

I am responding to formally express my deep concerns regarding the recent policy change that reduces grocery supports for youth from 12 months to 6 months without prior notice. This sudden shift has significant implications for both the youth we serve and the operational integrity of our agency.

Our office has already approved grocery fund deposit schedules based on the previous 6 + 6 month policy. Your directive to rescind these approvals places [REDACTED] Jordan’s Principle in an untenable position—both ethically and legally. As you are aware, ISC has faced scrutiny from the Canadian Human Rights Tribunal for the denial of essential supports. Attempting to shift the liability for these decisions onto SC agencies is unacceptable, and we cannot be expected to enforce retroactive policy changes that jeopardize the well-being of our Indigenous children.

Additionally, ISC Jordan’s Principle has previously directed [REDACTED] to cash manage duplicate supports for youth, despite such actions being inconsistent with established guidelines. In those instances, we returned the approvals to ISC for rescindment, only to be informed that ISC would not rescind commitments already made to youth. It is inconsistent and inequitable to now expect [REDACTED] to reverse approvals when ISC has historically refused to do so under similar circumstances.

[REDACTED] Jordan’s Principle remains unwavering in our commitment to the youth who rely on these supports. The resources required to comply with this new directive, in addition to the ethical and legal risks involved, make ISC’s request wholly



unfeasible. We strongly oppose this policy change and demand that ISC reconsider its position in the best interest of the Indigenous children and families we serve.

We request an urgent decision review on this matter to ensure a resolution that upholds our shared responsibility to our Indigenous youth in need.

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**From:** Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Sent:** February 18, 2025 8:01 AM  
**To:**  
**Cc:**; Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>; Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>; Desjarlais, Peter <[peter.desjarlais@sac-isc.gc.ca](mailto:peter.desjarlais@sac-isc.gc.ca)>; SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Subject:** URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports -  Jordan's Principle

Good morning

It was brought to my attention from Mary-Lou and the Service Coordination Liaison team that there were questions on how to approach committed grocery supports that no longer align with the operational changes that were announced last week outlined in the attached operational bulletin. I want to share that the updated operational guidance and direction for Jordan’s Principle is effective immediately. I understand and acknowledge that implementation of these changes are complex and may present challenges for SC organizations, and I can assure you that ISC is committed to working in collaboration with First Nations partners to support the implementation of these changes in such a way that safeguards the best interests of the child.

At this time, the attached Jordan’s Principle Operational Bulletin is our approved communication tool and I would encourage you to share it as it contains information that is intended for communities, parents and guardians. In terms of the specific question about how to handle grocery supports that may have been authorized beyond a 6-month timeframe prior to the updated operational direction, I can confirm that any grocery support requests beyond 6 months will need to be sent to the region for further review. If the request is urgent due to no access to food, please indicate this when forwarding it to the region, and we will review and process it on an urgent basis.

I hope this provides additional clarification to support your team in their work and in assisting community members.

Regards,

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

Alliée/Allié de l’Espace positif  Positive Space Ally

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**From:**  
**Sent:** Thursday, February 13, 2025 1:34 PM  
**To:** SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Cc:**  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports  Jordan's Principle

Hi Hannah,

Thank you for your swift and detailed responses to our inquiries.

In follow up to the below,   
 based on ISC’s decision to allow Social Delivery agencies to approve a second 6 month run of groceries for youth. This is a vast list based on our volumes and adherence to ISC Jordan’s Principle Social Delivery Guidelines.

This is a decision that [redacted] Jordan's Principle is not be comfortable with based on the already committed supports and are asking ISC to provide a strategy to accomplish what is being asked.

Feel free to reach out to me at any time with any questions or suggestions.

[redacted]

**From:** SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Sent:** February 13, 2025 10:31 AM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports - [redacted] Jordan's Principle

Hi [redacted]

We've been advised that if an approval for an item is in progress, that the organization can finalize that approval/purchase. If it is an ongoing groceries approval (where the client hadn't reached 12 months yet), we've been advised that the organization would provide a final month of support and advise further support would need to be submitted to Region due to them having received the now authorized 6 months. If the client hasn't reached 6 months yet, that could be completed, and future requests directed to Region.

Please let us know if you have any other questions.

Hannah Haydt  
Service Coordination Liaison, Jordan's Principle, Saskatchewan Region

First Nations and Inuit Health Branch, Indigenous Services Canada / Government of Canada  
**Saskatchewan Jordan's Principle Toll-Free Line: 1-833-SK-CHILD (1-833-752-4453)**  
Fax: 1-833-246-4065

**From:** [redacted]  
**Sent:** Thursday, February 13, 2025 10:17 AM  
**To:** SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Cc:** [redacted]  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports - [redacted] Jordan's Principle

Thank you for your response Hannah :)

Our office is making every effort to review the updated document in full and apply the changes but we are still processing applications that are in the middle of the approval process for previously approvable supports.

Can you provide any guidance with respect to us finalizing the small amount of approvals that are already in process?

[redacted]

**From:** SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Sent:** February 12, 2025 12:12 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports - [redacted] Jordan's Principle

Hi [redacted]

Thank you for your email. You are correct, anything that is no longer authorized must be submitted to Region for decision.

Thank you,

Hannah Haydt  
Service Coordination Liaison, Jordan's Principle, Saskatchewan Region

First Nations and Inuit Health Branch, Indigenous Services Canada / Government of Canada  
**Saskatchewan Jordan’s Principle Toll-Free Line: 1-833-SK-CHILD (1-833-752-4453)**  
Fax: 1-833-246-4065

**From:** [REDACTED]  
**Sent:** Wednesday, February 12, 2025 11:48 AM  
**To:** SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Cc:** [REDACTED]  
**Subject:** RE: URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports - [REDACTED] Jordan's Principle

Hello,

Thank you for sending this our way.

For all requests for supports that are in our 1 year backlog that are not included in the “**AUTHORIZED ITEMS THROUGH SOCIAL SUPPORT FUNDS**”, are we to send to Region for review? Just want to confirm that we are to send *all* requests to the Region that [REDACTED] Jordan’s Principle cannot address.

**From:** SK Jordans SC <[skjordanssc@sac-isc.gc.ca](mailto:skjordanssc@sac-isc.gc.ca)>  
**Sent:** February 12, 2025 11:31 AM  
**Subject:** URGENT UPDATE: Revised Guidelines to Deliver Emergent Social Supports

Hello,

In light of the updated operational guidance and direction on the implementation of Jordan’s Principle shared on February 10, 2025, please find attached revised guidelines for delivering emergent social supports. The QA document will be updated at a later date.

Commencing immediately, organizations are now authorized to support the following authorized items through their **approved** social support funds:

- Utilities and heating sources such as oil, wood, propane, and diesel.
- Rent (arrears to prevent eviction, or 1<sup>st</sup> month/damage deposit).
- Emergency accommodations.
- Food, hygiene/personal care products, diapers (up to 6 months).

**Effectively immediately, the following items are no longer authorized through social funding and must be submitted to Region for decision:**

- Furniture.
- Clothing/winter clothing.
- School supplies/cleaning supplies.
- Fumigation/extermination services.
- Moving or furniture storage fee.
- School lunch, breakfast program, or noon hour supervision fee.
- Birth certificates.
- Non-medical transportation costs

REMINDER: Organizations funded through the social support funding should not exceed the amount for which they have received formal written approval through Jordan’s Principle. **Please do not exceed your existing social funding allocations.**

As per the updated direction, each new request will be considered on a case-by-case basis. An existing or previously approved request does not guarantee that a request for new funding will be renewed or approved.

Therefore, if additional social funding is requested beyond what was approved within this 24/25 fiscal year it will be determined as separate and new request.

The Service Coordination Liaison team will provide a guideline to assist with the application process by Thursday.

It is important to note, general administrative fees, including the application of an automatic 10% administration charge, is no longer funded under Jordan’s Principle.

We have received inquiries regarding posting information on social media/online. Please be advised that any correspondence or shared content must align with the new changes in the operational bulletin.

Lastly, we want to emphasize that the social support funding must be provided in accordance with the revised “Guidelines to Deliver Emergent Social Supports”, including all required documentation, in order to be eligible for funding under your Jordan’s Principle group request.

If you have any questions or require additional clarification, please reach out to Service Coordination Liaison team.

Thank you,

Service Coordination Liaisons, Jordan’s Principle, Saskatchewan Region

First Nations and Inuit Health Branch, Indigenous Services Canada / Government of Canada  
Fax: 1-833-246-4065

**\*New: Saskatchewan Jordan’s Principle Toll-Free Line: 1-833-SK-CHILD (1-833-752-4453)**

## Quilty, Jamie Lee

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**From:** Reynoldson, Andrea  
**Sent:** Monday, February 10, 2025 11:31 AM  
**To:** [REDACTED]  
**Cc:** Pinay, Crystal  
**Subject:** RE: [REDACTED]

Hi [REDACTED] sorry for my delayed reply, I hope you're doing well 😊

In terms of the [REDACTED] that project is under the CFS side with no Jordan's Principle related elements, so there should be no impact to the project as a result of the messaging we provided on prorogation and the current 25-26 Jordan's Principle budget reference levels.

[REDACTED] Our team is meeting with the national office this week to get a better understanding of if or how Jordan's Principle CHRT 41 projects might be impacted on a short term basis in the early part of the next fiscal year. I should be able to get back to you with a bit of an update later this week after we've had those discussions.

I hope that's helpful, and I'll reach out shortly as soon as I have more information.

Thanks and take care.

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

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**From:** [REDACTED]  
**Sent:** Thursday, February 6, 2025 11:16 AM  
**To:** Reynoldson, Andrea  
**Subject:** [REDACTED]

Good morning Andrea,

I hope you are doing well with all this crazy weather.

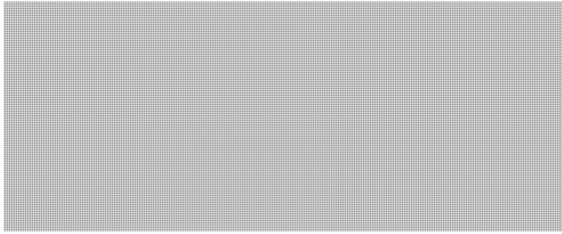
Regarding the recent Jordan's Principle Communication, I would like to better understand where this leaves our capital ask for the [REDACTED]

If you have any visibility of this, please let me know. Our Project management team still have upcoming meetings in our calendars and I would like to provide leadership and our PMT with an update.

Thank you.

Have a great rest of the week.

All the very best.



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## Quilty, Jamie Lee

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**From:** SK Region RDG-REO Office  
**Sent:** Thursday, January 23, 2025 3:26 PM  
**Subject:** Update on Jordan's Principle

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear Chief's and Health Directors,

I am writing to share some important information with you with respect to Jordan's Principle, as we approach the end of the current fiscal year. As you know, Parliament is currently prorogued, which means that while government continues to operate and our day-to-day work continues to be maintained, any parliamentary decisions, including supply bills to appropriate government funds outside the departmental reference levels, are paused.

The Jordan's Principle initiative has an annual reference level (or baseline) of \$772.8 million per year nationally approved by the Department of Finance until the end of the 2027-28 fiscal year. The baseline level is the amount ISC begins with next fiscal year to cover annual costs of approved requests as well as the operational costs of administering the Jordan's Principle initiative. This amount does not include the Inuit Child First Initiative, as this funding authority is currently set to expire on March 31st 2025.

Due to the demands on the initiative and the funding available, we are working on a plan to allocate the \$772.8 million nationally to ensure children don't experience discrimination in the delivery of health social and education services. We are not yet in a position to advise on the exact amount that will be allocated to each community or organization until we review the financial situation and the group requests already submitted to Jordan's Principle, and any future group applications that are received. We understand this may necessitate difficult decisions at the community and organization level regarding operational cost and employment status, so we felt it was important to proactively provide you with this information so you are aware of potential implications as early as possible.

Rest assured that the ISC remains committed to the implementation of Jordan's Principle, and will look for avenues to seek additional funding when it becomes possible to do so. We will continue to engage partners with any updates as more information is made available.

Regards,  
Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

Alliée/Allié de l'Espace positif  Positive Space Ally

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Thursday, February 27, 2025 9:26 AM  
**To:** Thiara, Parminder  
**Cc:** Berland, Frankie  
**Subject:** FOR REO ATTENTION - Changes to Regional Decision Making Authorities  
**Importance:** High

Good Morning Parm

As I briefly mentioned in our bi-lat yesterday, here are changes to Regional Decision Making Authorities:

- Starting April 1, 2025, regions will have the authority to deny requests for both Individual and Group requests.
- The authority to deny requests will be specifically delegated to the REO and the RD (at the EX levels).
- To prepare for this change, HQ is developing training for decision-makers.
- This training will be mandatory and will take place over two hours during the week of March 24 to March 28.
- HQ will confirm the training dates closer to the end of March.
- Jordan's Principle Alberta support staff will also be taking the training in order to support executive.
- We are currently reviewing our processes and job functions given the new direction on decision making and as HQ provides more information.

It is very likely these new processes will have a negative impact on our human resources and the workload.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



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du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*



Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Onyegbula, Cynthia

**Sent:** Wednesday, February 26, 2025 6:02 PM

**To:** Berland, Frankie

**Subject:** Changes to Regional Decision Making Authorities

Hello Frankie,

See below as requested.

#### Changes to Regional Decision Making Authorities

- Starting April 1, 2025, regions will have the authority to deny requests for both Individual and Group requests.
- The authority to deny requests will be specifically delegated to the REO and the RD (at the EX levels).
- To prepare for this change, HQ is developing training for decision-makers.
- This training will be mandatory and will take place over two hours during the week of March 24 to March 28.
- HQ will confirm the training dates closer to the end of March.
- Jordan's Principle Alberta support staff will also be taking the training in order to support executive.
- We are currently reviewing our processes and job functions given the new direction on decision making and as HQ provides more information.

Thanks

**Cynthia Onyegbula MPH.**

Director, Jordan's Principle- Child First Initiative  
Alberta Region, First Nations and Inuit Health Branch  
Department of Indigenous Services Canada/ Government of Canada  
[Cynthia.onyegbula@sac-isc.gc.ca](mailto:Cynthia.onyegbula@sac-isc.gc.ca)  
Telephone | : 1-833-632-4453

Directrice, Principe de Jordan- Initiative de l'enfant d'abord  
Région de l'Alberta, Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada/ Gouvernement du Canada  
[Cynthia.onyegbula@sac-isc.gc.ca](mailto:Cynthia.onyegbula@sac-isc.gc.ca)  
Téléphone Cellulaire: 1-833-632-4453

**Quilty, Jamie Lee**

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 4:09 PM  
**To:** Onyegbula, Cynthia  
**Subject:** FW: Eligibility Questions re: Important Operational Changes for Jordan's Principle

For Your Response.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



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du Canada**

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

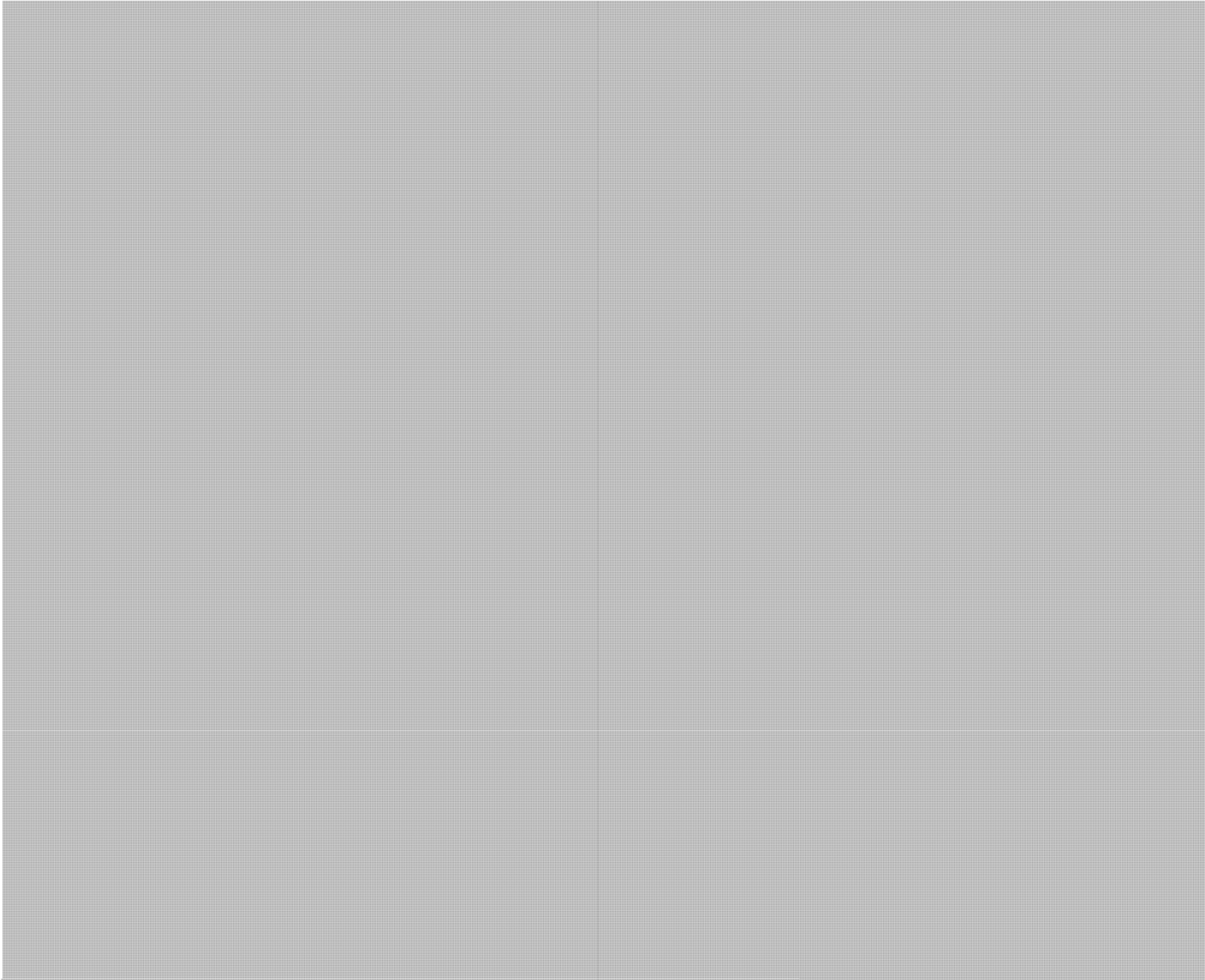
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 2:06 PM  
**To:** Berland, Frankie  
**Cc:** [REDACTED]  
**Subject:** Eligibility Questions re: Important Operational Changes for Jordan's Principle

Good afternoon Frankie,

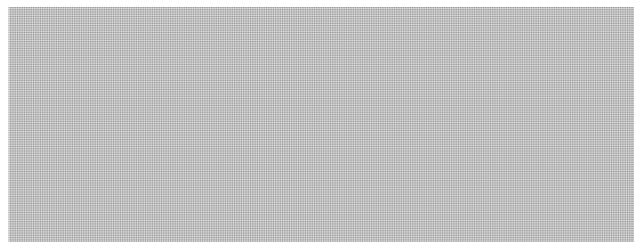
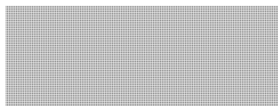
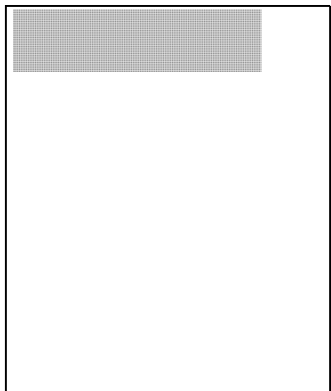
We are reviewing the information that you have just sent about operational changes for Jordan's Principle (statements and operational bulletins of February 10, 2025). We would like some clarity in the interpretation of some of the items noted in the bulletin if possible. We have previously been approved for large-scale group applications in [REDACTED] including one for this school year. Our questions (as of now) are as follows:



Thank you in advance,



-- s.19(1)  
s.20(1)(b)



Quilty, Jamie Lee

**From:** Rukiewicz, Katrina on behalf of Gutierrez, Liliana (she-elle)  
**Sent:** Thursday, February 20, 2025 1:17 PM  
**To:** Hitchcock, Lindsay (she-elle)  
**Subject:** FW: FOR REVIEW/APPROVAL Package for JPOC  
**Attachments:** PROPOSED Agenda - Feb 25, 2025.docx; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; Jordan's Principle Monthly Report\_Sept-Dec.zip; Jordan's Principle Compliance Report\_Sept-Dec.zip

FYI – agenda will likely be finalized after bilat with Julien tomorrow.

**Katrina Rukiewicz**  
Senior Advisor  
National Office, Jordan’s Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

**From:** Rukiewicz, Katrina  
**Sent:** Thursday, February 20, 2025 1:12 PM  
**To:** Gutierrez, Liliana (she-elle)  
**Subject:** FOR REVIEW/APPROVAL Package for JPOC

Hi Liliana,

Please see below proposed package for the upcoming JPOC. French agenda will come once approved.

Meeting Materials

- 1. Agenda
- 2. (FR) Agenda
- 3. Jordan’s Principle operational bulletin ENG/FR
- 4. Monthly reports Sept – Dec 2024
- 5. Records of Decision - Sept 27, 2024 (to come)

**Katrina Rukiewicz**  
Senior Advisor  
National Office, Jordan’s Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
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JORDAN'S PRINCIPLE OPERATIONS COMMITTEE CONFERENCE CALL  
PROPOSED AGENDA

DATE: February 25, 2025 TIME: 1:00-3:00pm EDT

**Microsoft Teams Meeting**

**Co-Chairs:** [REDACTED] & Liliana Gutierrez (ISC-FNIHB)

<b>Opening Prayer</b>	<i>TBC</i>
<b>Welcome &amp; Introductions</b>	<i>[REDACTED]</i> <i>Liliana Gutierrez</i> <i>Julien Castonguay</i>
<b>Committee Business</b>	
1) Approval – Record of Decision (Sept 24, 2024) 2024)	<i>Liliana Gutierrez</i>
<b>Agenda Items</b>	
1) Jordan's Principle Operational Bulletin – walk through	<i>Julien Castonguay a/ADM Jordan's Principle, ISC</i>
2) Questions and Answers	<i>First Nations and ISC representatives</i>
<b>Closing Prayer</b>	<i>TBC</i>



# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.



# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



**Pages 955 to / à 957  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

Quilty, Jamie Lee

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, January 31, 2025 2:11 PM  
**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Subject:** FW: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430  
**Attachments:** Annex E - HW1867 -External operational bulletin\_clean - HW (LB).docx; Annex D - HW1867 - FNIHB - Media Lines Jordans Principle Operations Dec 18 JC - HW (LB).docx

Maybe is this one? Not sure,...annex e?

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Thursday, January 30, 2025 1:04 PM  
**To:** Gutierrez, Liliana (she-elle) ; Castonguay, Julien ; Rukiewicz, Katrina  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** FW: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

FYI – initial comments on two of our annexes...I confirmed more are coming so no approval on the external bulletin yet 😞

In the meantime, we’ll start working off this version for the Jordan’s one.

Molly  
343-549-2963

**From:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>  
**Sent:** Thursday, January 30, 2025 12:23 PM  
**To:** McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi FNIHB,

I hear the team was looking for feedback leading up to the All-MinO. Attached are some preliminary edits to the two annexes but MinO is working to have this returned from the Minister as soon as possible.

Final to come later on. Hope this is helpful!

Amanda

**From:** Deschênes-Matte, Marie-Claude (elle-she) <[Marie-Claude.Deschenes-Matte@sac-isc.gc.ca](mailto:Marie-Claude.Deschenes-Matte@sac-isc.gc.ca)>  
**Sent:** Monday, December 16, 2024 9:51 PM  
**To:** Blois, Lydia (she-elle) <[Lydia.Blois@sac-isc.gc.ca](mailto:Lydia.Blois@sac-isc.gc.ca)>  
**Cc:** Nudo, Jordano <[jordano.nudo@sac-isc.gc.ca](mailto:jordano.nudo@sac-isc.gc.ca)>; Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430  
**Importance:** High

Good evening,

\*This docket was previously MIN-BR1430. I am sharing it with you for tracking purposes. No changes were made to the note since it reached MinO under MIN-BR1430. 😊

Please find attached a Decision note for the Minister.

PW to follow.

Thank you,

Marie-Claude  
(She, her - elle) 🇵🇪

**Pages 959 to / à 968  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Monday, February 10, 2025 3:41 PM  
**To:** Peddle, Katrina  
**Subject:** FW: Important changes to Jordan's Principle and Inuit Child First Initiative  
**Attachments:** Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; Correspondence from the Honourable Patty Hajdu.pdf

FYSA

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**From:** Cookson-Hills, Molly (she-elle) **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 3:36 PM  
**To:** Wilkinson, Joanne ; Hadden-Jokiel, Paula (she-elle) ; St-Aubin, Candice (she-elle-kwe) ; Wheatley, Jennifer ; Thompson, Philippe ; Lappe, Catherine (she-elle) ; Conn, Keith ; Smylie, Lisa (she-elle) ; Sanderson, Marc (he-il) ; Slowey, Charles ; Barozzi, Stephanie ; Marie.Bourry@justice.gc.ca  
**Cc:** Ferrara, Nadia (she-elle) ; Buckland, Robin (she-elle) ; McKenzie, Kyle ; Wilson, Gina ; Kovacevic, Michelle ; Carleton, Daniel (he-il) ; Cooper, Suzanne ; Barrette, Roch (he-il) ; Bagshaw, Jules (she-elle) ; McMerty, Barra (she-elle)  
**Subject:** Important changes to Jordan's Principle and Inuit Child First Initiative

Dear colleagues,

I want to inform you of important operational changes to Jordan's Principle and Inuit Child First Initiative that were announced today by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached for your info a copy of the new guidelines that have gone to all Jordan's Principle and ICFI partners today (*French and Inuktitut ICFI bulletin to follow later in the week*). Internal guidance has also gone to all Jordan's Principle employees and regional senior management.

I have also attached a copy of the correspondence that the Minister sent to P/Ts this afternoon.

If you have any questions, please reach out.

Best,  
Julien

**Julien Castonguay (Il | He)**

Sous-ministre adjoint par intérim | Interim Assistant Deputy Minister  
Principe de Jordan et l'Initiative les enfants Inuits d'abord | Jordan's Principle and Inuit Child First Initiative  
Indigenous Services Canada | Services aux Autochtones Canada  
[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca) | (613) 295-3190

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

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1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

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1. How the requested product, service or support meets the distinct needs of the First Nation child, and
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  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

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# Jordan's Principle

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- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
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## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.



## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific





recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 3:18 PM  
**To:** McDonald, Roger; Agyemang, Ibrahim; Leclair, Nicole; Abraham, Sibi  
**Cc:** 'Frankie.Berland@sac-isc.gc'  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Please share info

Kinanâskomitin,

Frankie Berland

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Indigenous Services Canada/Government of Canada  
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Government  
of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

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**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 11:01 AM  
**To:** Berland, Frankie ; Brown, Jamie (he-il) ; Jongejan, Dayna (she-iskwêiw) ; Loh, Kimberley (use my name) ; Oostendorp, Michael ; Doubleday, Shannon ; Grono, Shawn ; LeBlanc, Stacey (she) ; Hinshaw, Deena (she) ; Bilinsky, Lauren (she) ; Sarin, Chris ; Wright, Jennine (she) ; Bull, Brenda (she) ; Cairns, Blair ; Ferozdin, Amelia ; Wujcik, Andrew (he)  
**Cc:** Laboucan, Rhonda (she-elle)  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices



**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out for clarification or guidance.

Thanks

Parminder

Parminder Thiara MD CCFP FRCPC  
A/Regional Executive Officer  
First Nations and Inuit Health Branch, Alberta Region  
Indigenous Services Canada  
(403) 861-8447

Direction Generale de la Sante des Premieres  
Nations et des Inuits, Region de l'Alberta  
Services Aux Autochtones Canada

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Martin, Wesley (he-il) on behalf of Gutierrez, Liliana (she-elle)  
**Sent:** Monday, February 17, 2025 11:51 AM  
**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

**Wesley S. Martin**  
(he, him | il, le)

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**From:** Cookson-Hills, Molly (she-elle) **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:46 PM  
**To:** Castonguay, Julien ; Bower, Kelly (she-elle) ; Aubuchon, Sylvie (elle-she) ; Westaway, Lisa ; Graham, Rod ; Reynoldson, Andrea ; Laboucan, Rhonda (she-elle) ; Rowe, Allyson (she) ; Thiara, Parminder ; MacPhail, Heather (she-elle)  
**Cc:** Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle) ; Hitchcock, Lindsay ; McDonald, Dana (she-elle) ; Crowder, Cassandra ; Peltier, Katelin (she-elle) ; Marie.Crowley1@justice.gc.ca; Wheatley, Jennifer ; Bagshaw, Jules (she-elle) ; Carleton, Daniel (he-il) ; St-Aubin, Candice (she-elle-kwe)  
**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Apologies, resending with minor updates.

Molly  
343-549-2963

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**From:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca> **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:32 PM  
**To:** Bower, Kelly (she-elle) <kelly.bower@sac-isc.gc.ca>; Aubuchon, Sylvie (elle-she) <sylvie.aubuchon@sac-isc.gc.ca>; Westaway, Lisa <lisa.westaway@sac-isc.gc.ca>; Graham, Rod <rod.graham@sac-isc.gc.ca>; Reynoldson, Andrea <andrea.reynoldson@sac-isc.gc.ca>; Laboucan, Rhonda (she-elle) <rhonda.laboucan@sac-isc.gc.ca>; Rowe, Allyson (she) <allyson.rowe@sac-isc.gc.ca>; Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>; MacPhail, Heather (she-elle) <heather.macphail@sac-isc.gc.ca>  
**Cc:** Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>; Hitchcock, Lindsay <Lindsay.Hitchcock@sac-isc.gc.ca>; McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>; Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Peltier, Katelin (she-elle) <katelin.peltier@sac-isc.gc.ca>; Marie.Crowley1@justice.gc.ca; Wheatley, Jennifer <Jennifer.Wheatley@sac-isc.gc.ca>; Bagshaw, Jules (she-elle) <Jules.Bagshaw@sac-isc.gc.ca>; Carleton, Daniel (he-il) <Daniel.Carleton@sac-isc.gc.ca>; St-Aubin, Candice (she-elle-kwe) <candice.st-aubin@sac-isc.gc.ca>  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

**INTERNAL TO STAFF**

**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

XXXXXXX

Objet : Changements importants apportés à l'initiative du principe de Jordan's et l'initiative « L'enfant inuit d'abord » – Lignes directrices

Chère équipe,

J'espère que vous allez bien.

Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre ([Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)). Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices qui seront envoyés aux partenaires ainsi que des lignes directrices internes. *Les versions françaises du bulletin d'orientation interne de l'ICFI (ainsi que l'inuktitut pour l'ICFI) suivront plus tard dans la semaine.*

De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Meilleures salutations,

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.



## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities





4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

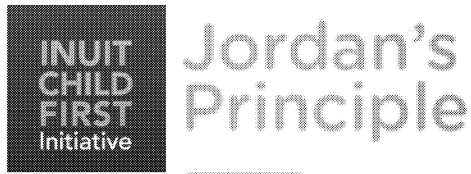
- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.





## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

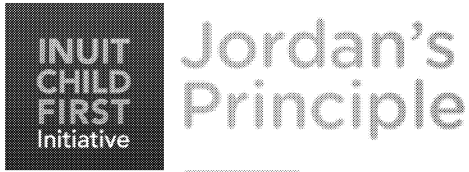
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



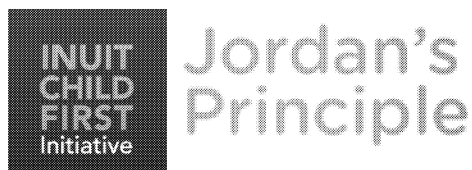


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

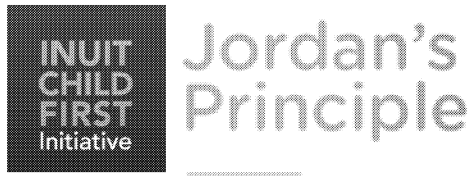
**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by “input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds”?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.

## Quilty, Jamie Lee

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**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 12:46 PM  
**To:** Onyegbula, Cynthia; Berland, Frankie  
**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf; ICFI External operational bulletin\_ Feb 10\_EN clean.pdf; Jordan's Principle external operational bulletin\_feb 10th\_EN.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

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**From:** Cookson-Hills, Molly (she-elle) **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 10:32 AM  
**To:** Bower, Kelly (she-elle) ; Aubuchon, Sylvie (elle-she) ; Westaway, Lisa ; Graham, Rod ; Reynoldson, Andrea ; Laboucan, Rhonda (she-elle) ; Rowe, Allyson (she) ; Thiara, Parminder ; MacPhail, Heather (she-elle)  
**Cc:** Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle) ; Hitchcock, Lindsay ; McDonald, Dana (she-elle) ; Crowder, Cassandra ; Peltier, Katelin (she-elle) ; Marie.Crowley1@justice.gc.ca; Wheatley, Jennifer ; Bagshaw, Jules (she-elle) ; Carleton, Daniel (he-il) ; St-Aubin, Candice (she-elle-kwe)  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

### INTERNAL TO STAFF

**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

XXXXXXX

Objet : Changements importants apportés à l'initiative du principe de Jordan's et l'initiative « L'enfant inuit d'abord » – Lignes directrices

Chère équipe,

J'espère que vous allez bien.

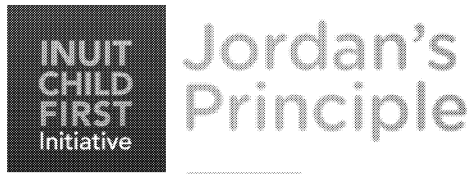
Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre ([Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)). Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices qui seront envoyés aux partenaires ainsi que des lignes directrices internes. *Les versions françaises du bulletin d'orientation interne de l'ICFI (ainsi que l'inuktitut pour l'ICFI) suivront plus tard dans la semaine.*

De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Meilleures salutations,



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.





## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

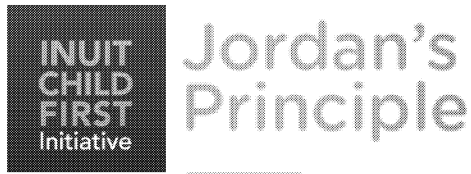
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

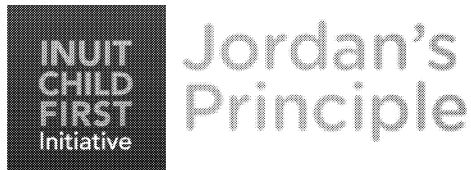
#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:

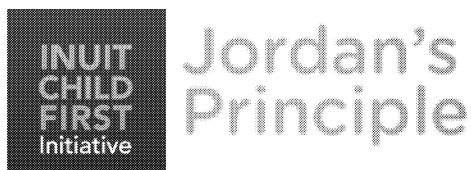


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and





## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

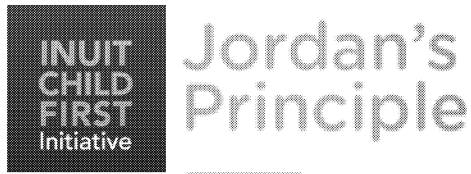
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

#### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

#### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

#### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

#### **Information to include with the request for a child**

- Detailed description of the child's needs:



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

#### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

#### 4. Other information

##### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

**Commented [JT1]:** Conversely you could write "...to better meet the distinct needs of Inuit children and provide...."

#### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

#### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

### **5. Questions and Answers**

#### **General Information**

**Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.





**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

**Pages 1057 to / à 1066  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Griffith, Candace (she-elle) on behalf of Berland, Frankie  
**Sent:** Monday, February 10, 2025 1:56 PM  
**To:** Berland, Frankie  
**Subject:** FW: Important Jordan's Principle FY 2025/26 Update

Thank you,

**Candace Griffith**  
(she/her/elle)

### Executive Assistant

First Nations and Inuit Health Branch – Alberta Region  
Indigenous Services Canada / Government of Canada  
[Candace.Griffith@sac-isc.gc.ca](mailto:Candace.Griffith@sac-isc.gc.ca) / Tel: 780-495-7496

### Adjointe Exécutif

Santé des Premières Nations et des Inuit – Région de l'Alberta  
Services aux Autochtones / Gouvernement du Canada  
[Candace.Griffith@sac-isc.gc.ca](mailto:Candace.Griffith@sac-isc.gc.ca) / Tel: 780-495-7496



Indigenous Services  
Canada

Services aux  
Autochtones Canada

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**From:** Griffith, Candace (she-elle) **On Behalf Of** Berland, Frankie  
**Sent:** Friday, January 31, 2025 9:44 AM  
**Subject:** Important Jordan's Principle FY 2025/26 Update

Dear Jordan's Principle Requestors,

I am writing to share some important information with you with respect to Jordan's Principle, as we approach the end of the current fiscal year.

As you know, Parliament is currently prorogued, which means that while government continues to operate and our day to day work continues to be maintained, any parliamentary decisions, including supply bills to appropriate government funds outside the departmental reference levels, are paused. The Jordan's Principle initiative has an annual base of \$772.8 million per year nationally approved by the Department of Finance until the end of the 2027-28 fiscal year. The baseline level of funds is the amount ISC begins with next fiscal year to cover annual costs of approved requests as well as the operational costs of administering the Jordan's Principle initiative.

Due to the demands on the initiative and the funding available, we are working on a plan to allocate the \$772.8 million nationally to ensure children don't experience discrimination in the delivery of health social and education services. We are not yet in a position to advise on the exact amount that each Region will be allocated for each community or

organizational request for funding until we review the financial situation of the Jordan's Principle Initiative, the group requests already submitted to Jordan's Principle, and any future group applications that are received.

Jordan's Principle is also reviewing decision making practices at regional and national levels to be more consistent and clearer on the services First Nations children can access through the initiative. As such, some requests are now being escalated or advanced to National Headquarters for a more thorough review. An existing or previously approved request does not guarantee that a request for new funding will be renewed or approved. Requests are considered on a case-by-case basis to determine how the requested product, services, or support meets the distinct needs of each child.

We understand this may necessitate difficult decisions at the community and organization level regarding operational costs and employment status of personnel, so we felt it was important to proactively provide you with this information so you are aware of potential implications as early as possible.

Rest assured that ISC remains committed to the implementation of Jordan's Principle, and will look for avenues to seek additional funding when it becomes possible to do so. We will continue to engage partners with any updates as more information is made available.

Please do not hesitate to reach out to if you have any concerns.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region

First Nations and Inuit Health Branch

Indigenous Services Canada/Government of Canada

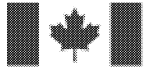
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta

Direction générale de la santé des Premières nations et des Inuits

Services aux Autochtones Canada/Gouvernement du Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



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du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

Quilty, Jamie Lee

**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 3:10 PM  
**To:** Onyegbula, Cynthia  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan’s Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

FYI

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
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Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.  
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

**From:** Anderson, Amanda (she-wiya/iskwêwiw) **On Behalf Of** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 1:10 PM  
**Subject:** Important Operational Changes to Jordan’s Principle

Dear Chiefs,

I would like to inform you of some important operational changes to Jordan’s Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Thank you for your attention to these updates.

Parminder

Parminder Thiara MD CCFP FRCPC  
A/Regional Executive Officer  
First Nations and Inuit Health Branch, Alberta Region  
Indigenous Services Canada  
(403) 861-8447



# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.



# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Tuesday, February 11, 2025 4:43 PM  
**To:** Blair Cairns (Blair.Cairns@aandc-aadnc.gc.ca); Calahasen, Stella  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

FYI....

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
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I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

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**From:** Griffith, Candace (she-elle) **On Behalf Of** Berland, Frankie  
**Sent:** Tuesday, February 11, 2025 2:42 PM  
**Subject:** Important Operational Changes to Jordan's Principle

Dear Educational Directors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.



## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

Quilty, Jamie Lee

**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 5:04 PM  
**To:** Onyegbula, Cynthia  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan’s Principle

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

For your action.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.  
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 2:37 PM  
**To:** Berland, Frankie  
**Subject:** Re: Important Operational Changes to Jordan’s Principle

Thank you Frankie for the information. Will you be the person I can meet with in behalf of questions I may need for our upcoming application?

On Mon, Feb 10, 2025 at 1:10 PM Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)> wrote:

Dear Jordan’s Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan’s Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link:  
[Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region

First Nations and Inuit Health Branch

Indigenous Services Canada/Government of Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta

Direction générale de la santé des Premières nations et des Inuits

Services aux Autochtones Canada/Gouvernement du Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



Government  
of Canada

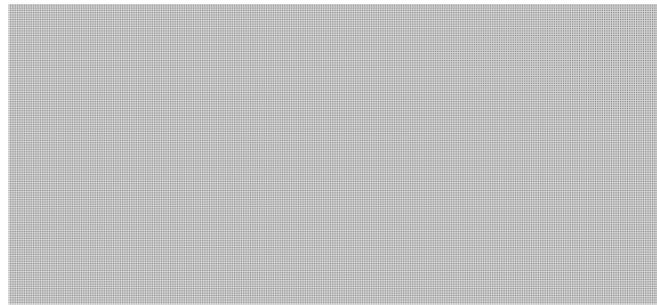
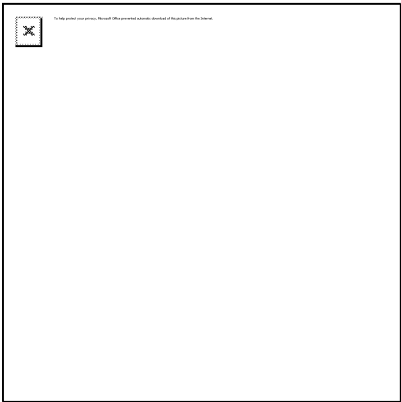
Gouvernement  
du Canada



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Thank you,

In the Spirit of Our Youth



Quilty, Jamie Lee

**From:** Griffith, Candace (she-elle) on behalf of Thiara, Parminder  
**Sent:** Monday, February 10, 2025 3:34 PM  
**To:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan’s Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Thank you,

**Candace Griffith**  
(she/her/elle)

**Executive Assistant**  
First Nations and Inuit Health Branch – Alberta Region  
Indigenous Services Canada / Government of Canada  
[Candace.Griffith@sac-isc.gc.ca](mailto:Candace.Griffith@sac-isc.gc.ca) / Tel: 780-495-7496

**Adjointe Exécutif**  
Santé des Premières Nations et des Inuit – Région de l’Alberta  
Services aux Autochtones / Gouvernement du Canada  
[Candace.Griffith@sac-isc.gc.ca](mailto:Candace.Griffith@sac-isc.gc.ca) / Tel: 780-495-7496



**From:** Anderson, Amanda (she-wiya/iskwêwiw) **On Behalf Of** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 1:09 PM  
**Subject:** Important Operational Changes to Jordan’s Principle

Dear Chiefs,

I would like to inform you of some important operational changes to Jordan’s Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Thank you for your attention to these updates.

Parminder

Parminder Thiara MD CCFP FRCPC  
A/Regional Executive Officer  
First Nations and Inuit Health Branch, Alberta Region  
Indigenous Services Canada  
(403) 861-8447

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
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  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
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- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
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## Jordan's Principle

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### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
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### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
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### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.



# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
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First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

Quilty, Jamie Lee

**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 5:03 PM  
**To:** Onyegbula, Cynthia  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan’s Principle

For your action.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
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Government  
of Canada

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*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.  
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 2:18 PM  
**To:** Berland, Frankie  
**Cc:** [REDACTED]  
**Subject:** Re: Important Operational Changes to Jordan’s Principle

Hi Frankie

Thank you so much for sharing this update. [REDACTED] was so fortunate to coordinate with Jordans Principle to support group funding for the current school year to approximately 80 First Nations students in our school division. This targeted funding for the identified students created the opportunity to build individualized support to fill gaps and build success for the identified students with their social emotional and academic need (all student have First Nations status and evidence of need). The impact has been incredible. The growth the students have experienced is evident and we are so hopeful that it will continue.

We have close relationships with our neighbouring community of [REDACTED] come in to our school division from on reserve. We have approximately [REDACTED] First Nations students across our school division.

I’m asking for clarity around the following from the bulletin

# Jordan's Principle

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- School-related requests, unless linked to the specific need of the First Nations child. Supports to school boards and schools will be redirected to provincial school board and federally-funded programs.

Can you please clarify this item? Are we able to support student applications any further as an off-reserve school board? Thank you for any information you can provide in this regard.

In appreciation,

Take Care,



On Mon, Feb 10, 2025 at 1:10 PM Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)> wrote:

Dear Jordan's Principle Requestors,

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Please find the details of these changes in the attached operational bulletin and at the following link:  
[Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan’s Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
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Indigenous Services Canada/Government of Canada  
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## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 3:11 PM  
**To:** Onyegbula, Cynthia  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

FYI

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*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

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**From:** Griffith, Candace (she-elle) **On Behalf Of** Berland, Frankie  
**Sent:** Monday, February 10, 2025 1:10 PM  
**Subject:** Important Operational Changes to Jordan's Principle

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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
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Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
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# Jordan's Principle

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- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

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- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

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- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
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## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
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  - For professionals providing a letter of support, this should be made within their scope of practice.
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  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
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## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
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### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

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#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 3:06 PM  
**To:** Onyegbula, Cynthia  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
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FYI

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# Jordan's Principle

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<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Martin, Wesley (he-il) on behalf of Gutierrez, Liliana (she-elle)  
**Sent:** Friday, February 14, 2025 12:06 PM  
**To:** Milliken, Rachel (she)  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Importance:** High

**Wesley S. Martin**  
(he, him | il, le)

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, February 14, 2025 11:52 AM  
**To:** Robinson, Grant  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Importance:** High

fysa

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**From:** Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>  
**Sent:** Friday, February 14, 2025 10:09 AM  
**To:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Importance:** High

Hi both,  
Please see Andrea's question below and advise?  
Thanks so much  
Jules

---

**From:** Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Sent:** Thursday, February 13, 2025 4:02 PM  
**To:** Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>; Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Importance:** High

FYI on the below request. I'm cognizant that we likely won't be permitted to develop a regionally specific communique, but I'm wondering if there is any additional comms materials being developed nationally that I can reference when I discuss this request with [REDACTED]

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada



Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)

306-216-2367

Alliée/Allié de l'Espace positif  Positive Space Ally

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**From:** [REDACTED]  
**Sent:** Thursday, February 13, 2025 1:42 PM  
**To:** [REDACTED] SK Region RDG-REO Office <[skregionrdgreo@sac-isc.gc.ca](mailto:skregionrdgreo@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Cc:** [REDACTED]  
**Subject:** RE: Important Operational Changes to Jordan's Principle  
**Importance:** High

Good afternoon Andrea,

In light of Canada's recent changes to the operations of Jordan's Principle, there are many unanswered questions and assumptions being circulated on social media.

As per Vice Chief's direction below, I am reaching out to work with you and your regional Jordan's Principle department to develop a communique based on factual information and the specifics of the wording of the new operations and guidelines.

Please send me the names of who we can work with on getting this communique developed and out to Leadership and the communities asap.

Thank you,

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**From:** [REDACTED]  
**Sent:** February 10, 2025 1:33 PM  
**To:** SK Region RDG-REO Office <[skregionrdgreo@sac-isc.gc.ca](mailto:skregionrdgreo@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Cc:** [REDACTED]  
**Subject:** Re: Important Operational Changes to Jordan's Principle

Thank you Andrea for the information we will work with your office on a communique for our leadership and technical tables. [REDACTED] prep a BN for leadership and regional techs for distribution to tribal councils and independent bands.

Get Outlook for iOS

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**From:** SK Region RDG-REO Office <[skregionrdgreo@sac-isc.gc.ca](mailto:skregionrdgreo@sac-isc.gc.ca)>  
**Sent:** Monday, February 10, 2025 12:50:23 PM  
**Subject:** Important Operational Changes to Jordan's Principle

Dear Partners,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to our generic email: [principedejordansk\\_admission-jordansprinciplesk\\_intake@sac-isc.gc.ca](mailto:principedejordansk_admission-jordansprinciplesk_intake@sac-isc.gc.ca)

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Regards,  
Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)

Alliée/Allié de l'Espace positif  Positive Space Ally

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 2:01 PM  
**To:** AB REO Admin  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf  
**Importance:** High

Hi

Please send this email below with the attached document to all Jordan's Principle Requestors on my behalf.

Thx

\*\*\*\*\*

Dear Jordan's Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada

Frankie.Berland@sac-isc.gc.ca / Cellulaire : (343) 551-5348



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of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Berland, Frankie

**Sent:** Monday, February 10, 2025 11:57 AM

**To:** AB REO Admin

**Cc:** Berland, Frankie

**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

**Importance:** High

Hi

Please send this email below with the attached document to all Jordan's Principle Requestors on my behalf.

Thx

\*\*\*\*\*

Dear Jordan's Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

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Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
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Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
Frankie.Berland@sac-isc.gc.ca / Cellulaire : (343) 551-5348



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---

**From:** Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>

**Sent:** Monday, February 10, 2025 11:30 AM

**To:** Onyegbula, Cynthia <cynthia.onyegbula@sac-isc.gc.ca>; Berland, Frankie <frankie.berland@sac-isc.gc.ca>

**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

**Can you please review and add in pieces that can go to the health directors/ requestors? I've fixed the email to go to Chiefs from my inbox. Frankie can you send from your inbox to the others?**

Dear [Partner's Name/Team],

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [XX] at [XX's contact details].

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.



## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 1:57 PM  
**To:** AB REO Admin  
**Cc:** Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf  
**Importance:** High

Hi

Please send this email below with the attached document to all Health Directors on my behalf.

Thx

\*\*\*\*\*

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Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits



Services aux Autochtones Canada/Gouvernement du Canada  
Frankie.Berland@sac-isc.gc.ca / Cellulaire : (343) 551-5348



Government  
of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

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**From:** Thiara, Parminder

**Sent:** Monday, February 10, 2025 11:30 AM

**To:** Onyegbula, Cynthia ; Berland, Frankie

**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

**Can you please review and add in pieces that can go to the health directors/ requestors? I've fixed the email to go to Chiefs from my inbox. Frankie can you send from you inbox to the others?**

Dear [Partner's Name/Team],

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [XX] at [XX's contact details].

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**Sent:** Monday, February 10, 2025 1:30 PM  
**To:** Onyegbula, Cynthia; Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf  
**Follow Up Flag:** Follow up  
**Flag Status:** Completed

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# Jordan's Principle

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## Jordan's Principle

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## Jordan's Principle

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# Jordan's Principle

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Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
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## Jordan's Principle

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## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Thursday, February 13, 2025 1:24 PM  
**To:** Staska, Kevin; Anderson, Dayna (she; her | elle; la); Graham, Katerina; Dueck-Read, Alicia (she her elle la)  
**Cc:** Crowley, Marie; Castonguay, Julien  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,  
**Attachments:** 2025.02.13 Letter to ISC re Operational Bulletin.pdf

Hi,  
Sharing with you Caring Society's response regarding ISC's Jordan's Principle Operational Bulletin.  
Thanks,

Liliana

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**From:** Brittany Mathews  
**Sent:** Thursday, February 13, 2025 1:14 PM  
**To:** Castonguay, Julien ; Gutierrez, Liliana (she-elle)  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat ; Adam Warner ; Bergamin, Tania (she-elle) ; Buck, Lacey (she-elle) ; Caring Society Reception ; Chi Larocque ; Cindy Blackstock ; Corbett, Jodi (she-elle) ; [REDACTED] Howell, Glenn ; Jennifer King ; [REDACTED] Joyce Spence ; Kasper, Catherine ; Kim Rumley ; Larose, Mathieu ; Lauren Doxtater ; Maggie Wente ; Mariah Sylvester ; Mirabelli, Meaghan (she-elle) ; [REDACTED] Morse, Jennifer ; Musgrave, Sandra ; Onyegbula, Cynthia ; Rhoda Hallgren ; Robin Quachegan ; Robinson, Grant ; Sabitova, Vanessa ; Sanderson, Mary-Lou ; [REDACTED] Wilson-Clark, Samantha (she-elle) ; Yeyatakenhas Doxtator ; Jessica Raby ; Charmaine ; 'Alicia Moulton' ; 'Courtney Wheelton' ; 'Emily King' ; 'Jessica Quinn' ; Kelly Holley (kholley@unsi.ns.ca) ; 'Roxanne Cook' ; 'Sinéad Dearman' ; 'Steve Courtoreille' ; Tara Levi ; 'Wendy Trylinski' ; 'Shadelle Chambers' ; 'Zachariah General'  
**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Good day,

Please see attached letter from the Caring Society regarding ISC's Jordan's Principle Operational Bulletin.

Thank you,

**Brittany Mathews** (she/her)  
Director of Reconciliation and Policy  
First Nations Child & Family Caring Society  
[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)  
613-230-5885

[fncaringsociety.com](https://fncaringsociety.com) Facebook: [@caringsociety](https://www.facebook.com/caringsociety)  
Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

---

**From:** Rukiewicz, Katrina on behalf of Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat

**Date:** Monday, February 10, 2025 at 2:52 PM

**To:**

**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Dear Jordan's Principle Operations Committee members,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](#)

We will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

\*\*\*\*\*  
\*\*\*\*\*

Chers membres du Comité des opérations de principe de Jordan,

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

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Ella se fera un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**



**Quilty, Jamie Lee**

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Thursday, February 13, 2025 1:21 PM  
**To:** Robinson, Grant; Hitchcock, Lindsay; Stefanis, Tasha (she-elle); Service Delivery & Operations - Jordans Principle / Principe de Jordan; Milliken, Rachel (she); Hill, Andrea (she-elle); Shah, Lena  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,  
**Attachments:** 2025.02.13 Letter to ISC re Operational Bulletin.pdf

Hi,  
 Sharing with you CS response to our operational bulletin.  
 Thanks,  
 Liliana

---

**From:** Brittany Mathews  
**Sent:** Thursday, February 13, 2025 1:14 PM  
**To:** Castonguay, Julien ; Gutierrez, Liliana (she-elle)  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat ; Adam Warner ; Bergamin, Tania (she-elle) ; Buck, Lacey (she-elle) ; Caring Society Reception ; Chi Larocque ; Cindy Blackstock ; Corbett, Jodi (she-elle) ; [REDACTED] Howell, Glenn ; Jennifer King ; [REDACTED] Joyce Spence ; Kasper, Catherine ; Kim Rumley ; Larose, Mathieu ; Lauren Doxtater ; Maggie Wente ; Mariah Sylvester ; Mirabelli, Meaghan (she-elle) ; [REDACTED] Morse, Jennifer ; Musgrave, Sandra ; Onyegbula, Cynthia ; Rhoda Hallgren ; Robin Quachegan ; Robinson, Grant ; Sabitova, Vanessa ; Sanderson, Mary-Lou ; [REDACTED] Wilson-Clark, Samantha (she-elle) ; Yeyatakenhas Doxtator ; Jessica Raby ; Charmaine ; 'Alicia Moulton' ; 'Courtney Wheelton' ; 'Emily King' ; 'Jessica Quinn' ; Kelly Holley [REDACTED] ; 'Roxanne Cook' ; 'Sinéad Dearman' ; 'Steve Courtoreille' ; Tara Levi ; 'Wendy Trylinski' ; 'Shadelle Chambers' ; 'Zachariah General'  
**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Good day,

Please see attached letter from the Caring Society regarding ISC's Jordan's Principle Operational Bulletin.

Thank you,

**Brittany Mathews** (she/her)  
 Director of Reconciliation and Policy  
 First Nations Child & Family Caring Society  
[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)  
 613-230-5885

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 Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

---

**From:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)> on behalf of Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>  
**Date:** Monday, February 10, 2025 at 2:52 PM

**To:**

**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

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Nous vous remercions de l'attention que vous porterez à ces mises à jour.

**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Thursday, February 13, 2025 4:59 PM  
**To:** Lappe, Catherine (she-elle)  
**Subject:** FW: Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan’s Principle Operations Committee members,  
**Attachments:** 2025.02.13 Letter to ISC re Operational Bulletin.pdf

**From:** Brittany Mathews  
**Sent:** Thursday, February 13, 2025 4:34 PM  
**To:** Castonguay, Julien ; Gutierrez, Liliana (she-elle)  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat ; Adam Warner ; Bergamin, Tania (she-elle) ; Buck, Lacey (she-elle) ; Caring Society Reception ; Chi Larocque ; Cindy Blackstock ; Corbett, Jodi (she-elle) ; [REDACTED] Howell, Glenn ; Jennifer King ; [REDACTED] : Joyce Spence ; Kasper, Catherine ; Kim Rumley ; Larose, Mathieu ; Lauren Doxtater ; Maggie Wenté ; Mariah Sylvester ; Mirabelli, Meaghan (she-elle) ; [REDACTED] Morse, Jennifer ; Musgrave, Sandra ; Onyegbula, Cynthia ; Rhoda Hallgren ; Robin Quachegan ; Robinson, Grant ; Sabitova, Vanessa ; Sanderson, Mary-Lou ; [REDACTED] ; Wilson-Clark, Samantha (she-elle) ; Yeyatakenhas Doxtator ; Jessica Raby ; Charmaine ; 'Alicia Moulton' ; 'Courtney Wheelton' ; 'Emily King' ; 'Jessica Quinn' ; Kelly Holley [REDACTED] ; 'Roxanne Cook' ; 'Sinéad Dearman' ; 'Steve Courtoreille' ; Tara Levi ; 'Wendy Trylinski' ; 'Shadelle Chambers' ; Zacnarian General'  
**Subject:** Re: Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan’s Principle Operations Committee members,

Good day,  
  
Please see attached revised letter.

Thank you,

**Brittany Mathews** (she/her)  
Director of Reconciliation and Policy  
First Nations Child & Family Caring Society  
[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)  
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Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

**From:** Brittany Mathews  
**Date:** Thursday, February 13, 2025 at 1:14 PM  
**To:** Castonguay, Julien , Gutierrez, Liliana  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat , Adam Warner , Bergamin, Tania (she-elle) , Buck, Lacey (she-elle) , Caring Society Reception , Chi Larocque , Cindy Blackstock , Corbett, Jodi (she-elle) , [REDACTED] , Howell, Glenn , Jennifer King [REDACTED] Joyce Spence , Kasper, Catherine , Kim Rumley , Larose, Mathieu , Lauren Doxtater , Maggie Wenté , Mariah Sylvester , Mirabelli, Meaghan (she-elle) , [REDACTED] Morse, Jennifer , Musgrave, Sandra , Onyegbula, Cynthia , Rhoda Hallgren , Robin Quachegan , Robinson, Grant , Sabitova, Vanessa , Sanderson, Mary-Lou , [REDACTED] Wilson-Clark, Samantha (she-elle) , Yeyatakenhas Doxtator , Jessica Raby , Charmaine , 'Alicia Moulton' , 'Courtney Wheelton' , 'Emily King' , 'Jessica Quinn' , [REDACTED] , 'Roxanne Cook' , 'Sinéad Dearman' , 'Steve Courtoreille' , Tara Levi , 'Wendy Trylinski' , 'Shadelle Chambers' , 'Zachariah General'  
**Subject:** Re: Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan’s Principle Operations Committee members,

Good day,  
  
Please see attached letter from the Caring Society regarding ISC’s Jordan’s Principle Operational Bulletin.

Thank you,

**Brittany Mathews** (she/her)  
Director of Reconciliation and Policy

First Nations Child & Family Caring Society  
[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)  
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Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

**From:** Rukiewicz, Katrina on behalf of Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat

**Date:** Monday, February 10, 2025 at 2:52 PM

**To:**

**Subject:** Important Operational Changes to Jordan’s Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan’s Principle Operations Committee members,

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Thank you for your attention to these updates.

\*\*\*\*\*  
\*\*\*\*\*

Chers membres du Comité des opérations de principe de Jordan,

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Nous vous remercions de l'attention que vous porterez à ces mises à jour.

**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**

**Quilty, Jamie Lee**

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**From:** Castonguay, Julien  
**Sent:** Thursday, February 13, 2025 1:33 PM  
**To:** Stefanis, Tasha (she-elle)  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,  
**Attachments:** 2025.02.13 Letter to ISC re Operational Bulletin.pdf

**From:** Brittany Mathews  
**Sent:** Thursday, February 13, 2025 1:14 PM  
**To:** Castonguay, Julien ; Gutierrez, Liliana (she-elle)  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat ; Adam Warner ; Bergamin, Tania (she-elle) ; Buck, Lacey (she-elle) ; Caring Society Reception ; Chi Larocque ; Cindy Blackstock ; Corbett, Jodi (she-elle) ; [REDACTED] Howell, Glenn ; Jennifer King [REDACTED] Joyce Spence ; Kasper, Catherine ; Kim Rumley ; Larose, Mathieu ; Lauren Doxtater ; Maggie Wenthe ; Mariah Sylvester ; Mirabelli, Meaghan (she-elle) ; [REDACTED] Morse, Jennifer ; Musgrave, Sandra ; Onyegbula, Cynthia ; Rhoda Hallgren ; Robin Quachegan ; Robinson, Grant ; Sabitova, Vanessa ; Sanderson, Mary-Lou [REDACTED] Wilson-Clark, Samantha (she-elle) ; Yeyatakenhas Doxtator ; Jessica Raby ; Charmaine ; 'Alicia Moulton' ; 'Courtney Wheelton' ; 'Emily King' ; 'Jessica Quinn' ; [REDACTED] ; 'Roxanne Cook' ; 'Sinéad Dearman' ; 'Steve Courtoreille' ; Tara Levi ; 'Wendy Trylinski' ; 'Shadelle Chambers' ; 'Zachariah General'  
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Thank you,

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**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**

s.19(1)

s.17

## Quilty, Jamie Lee

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**From:** Castonguay, Julien  
**Sent:** Thursday, February 13, 2025 1:34 PM  
**To:** Kovacevic, Michelle; Wilson, Gina  
**Cc:** Carleton, Daniel (he-il); Cooper, Suzanne  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,  
**Attachments:** 2025.02.13 Letter to ISC re Operational Bulletin.pdf

Good afternoon Deputies,

Please find attached a letter from the Caring Society on the operational bulletin. We have just shared it with Justice and we will be following up with them. Suggest this be shared with MINO.

Thank you

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**From:** Brittany Mathews  
**Sent:** Thursday, February 13, 2025 1:14 PM  
**To:** Castonguay, Julien ; Gutierrez, Liliana (she-elle)  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat ; Adam Warner ; Bergamin, Tania (she-elle) ; Buck, Lacey (she-elle) ; Caring Society Reception ; Chi Larocque ; Cindy Blackstock ; Corbett, Jodi (she-elle) ; [REDACTED] Howell, Glenn ; Jennifer King ; [REDACTED] Joyce Spence ; Kasper, Catherine ; Kim Rumley ; Larose, Mathieu ; Lauren Doxtater ; Maggie Wente ; Mariah Sylvester ; Mirabelli, Meaghan (she-elle) ; [REDACTED] Morse, Jennifer ; Musgrave, Sandra ; Onyegbula, Cynthia ; Rhoda Hallgren ; Robin Quachegan ; Robinson, Grant ; Sabitova, Vanessa ; Sanderson, Mary-Lou ; [REDACTED] Wilson-Clark, Samantha (she-elle) ; Yeyatakenhas Doxtator ; Jessica Raby ; Charmaine ; 'Alicia Moulton' ; 'Courtney Wheelton' ; 'Emily King' ; 'Jessica Quinn' ; Kelly Holley [REDACTED] ; 'Roxanne Cook' ; 'Sinéad Dearman' ; 'Steve Courtoreille' ; Tara Levi ; 'Wendy Trylinski' ; 'Shadelle Chambers' ; Zacnarian General'  
**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Good day,

Please see attached letter from the Caring Society regarding ISC's Jordan's Principle Operational Bulletin.

Thank you,

**Brittany Mathews** (she/her)  
Director of Reconciliation and Policy  
First Nations Child & Family Caring Society  
[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)  
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**Date:** Monday, February 10, 2025 at 2:52 PM

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**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

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**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**



## Quilty, Jamie Lee

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**From:** Castonguay, Julien  
**Sent:** Wednesday, January 15, 2025 10:36 AM  
**To:** Gutierrez, Liliana (she-elle)  
**Cc:** Cookson-Hills, Molly (she-elle); Rukiewicz, Katrina  
**Subject:** FW: Jordan's Principle Week Ahead Jan 13-17

le. new piece to work on related to JRs

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**From:** Wilson, Gina  
**Sent:** Wednesday, January 15, 2025 10:32 AM  
**To:** St-Aubin, Candice (she-elle-kwe) ; Castonguay, Julien  
**Cc:** Kovacevic, Michelle ; Cookson-Hills, Molly (she-elle) ; Carleton, Daniel (he-il) ; Cooper, Suzanne ; O'Hare, Ryan  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

Thanks you.

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**From:** St-Aubin, Candice (she-elle-kwe)  
**Sent:** Wednesday, January 15, 2025 10:18 AM  
**To:** Wilson, Gina ; Castonguay, Julien  
**Cc:** Kovacevic, Michelle ; Cookson-Hills, Molly (she-elle) ; Carleton, Daniel (he-il) ; Cooper, Suzanne  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

C

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**From:** Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 15, 2025 8:47 AM  
**To:** St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Cc:** Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

Very good debrief.

I have not seen this, but will look at today.

**From:** St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>

**Sent:** Wednesday, January 15, 2025 8:24 AM

**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>

**Cc:** Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>; Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>; Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>; Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>

**Subject:** Re: Jordan's Principle Week Ahead Jan 13-17

Candice

s.21(1)(a)

Sent from my iPhone

s.21(1)(b)

s.23

On Jan 14, 2025, at 10:48 PM, Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)> wrote:

Good evening Deputies,

Apologies for sending this one mid-week rather than earlier in the week like we usually do.

As you are aware,

**General updates from last week:**

- 1.
- 2.
- 3.
- 4.

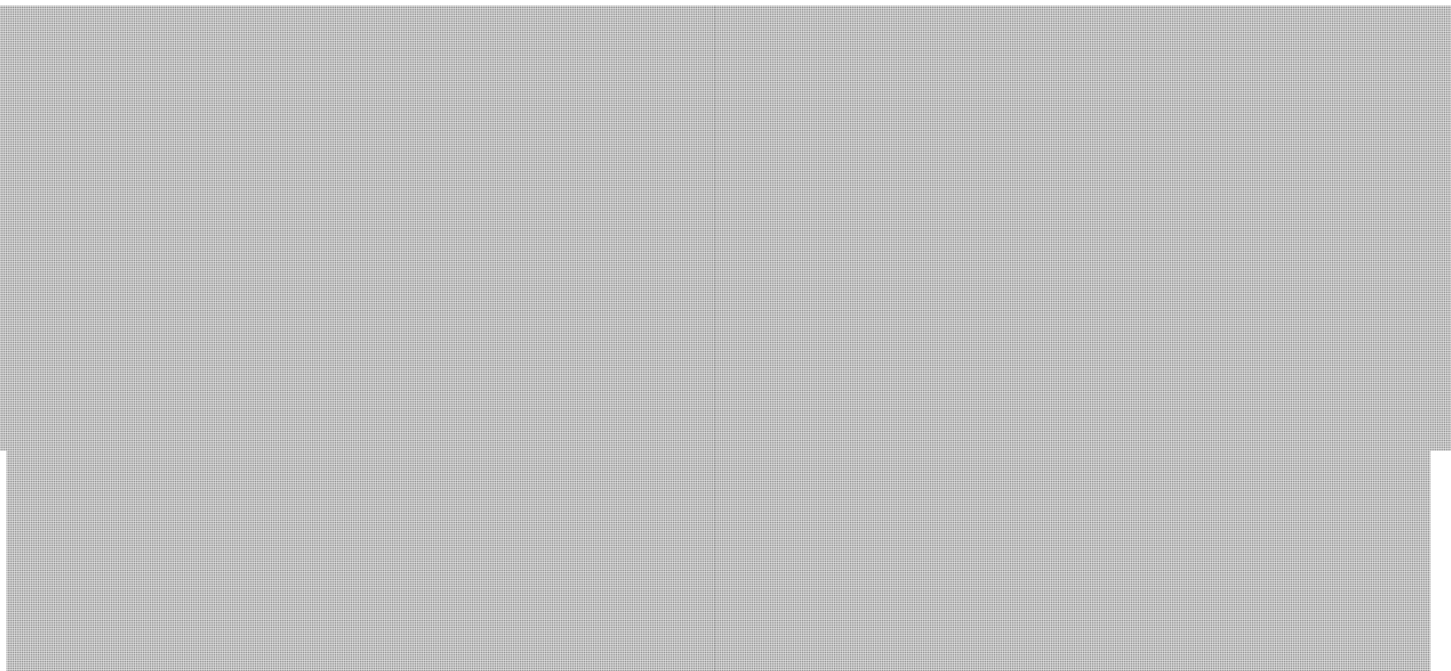
**Key priority this week:**

- 1.

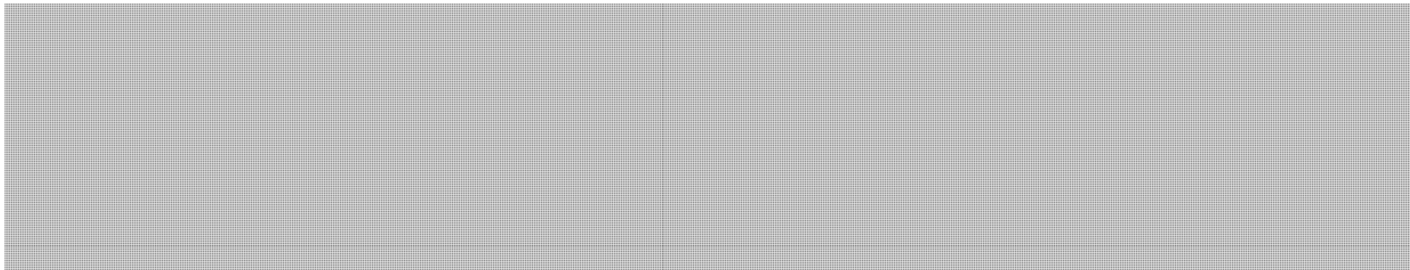
s.21(1)(a)

s.21(1)(b)

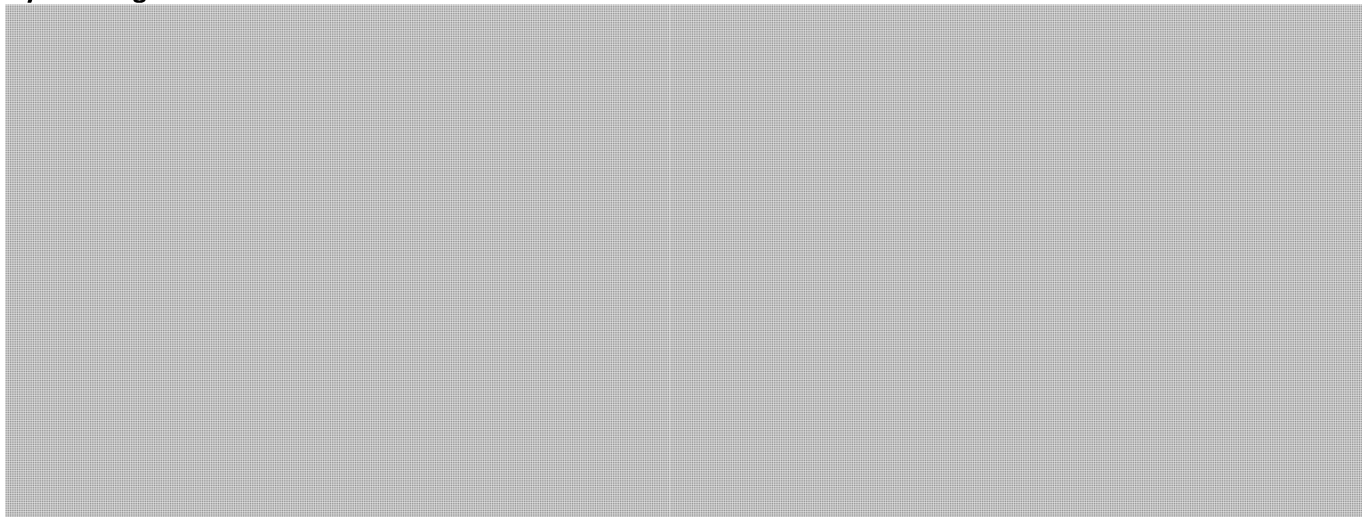
s.23



**Dockets:**

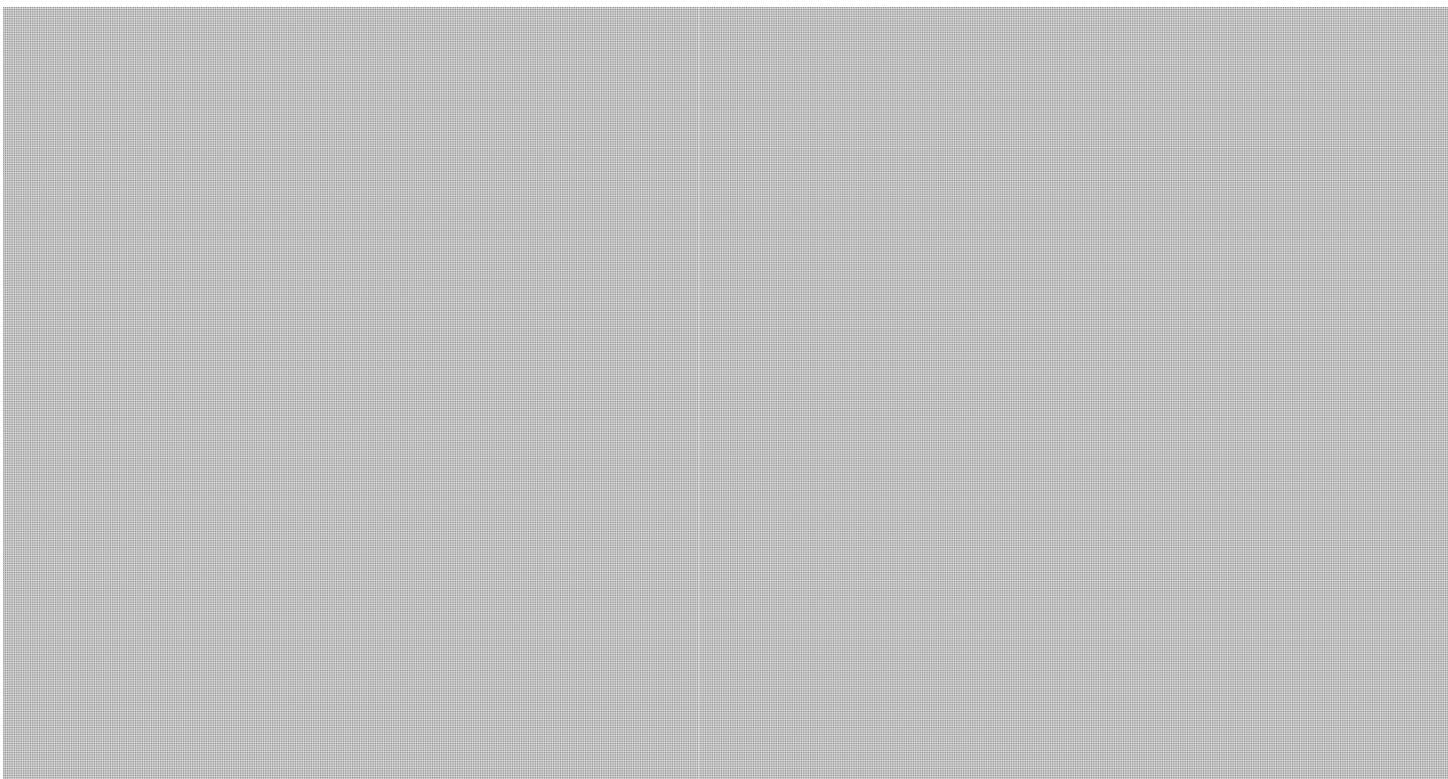


**Key Meetings:**

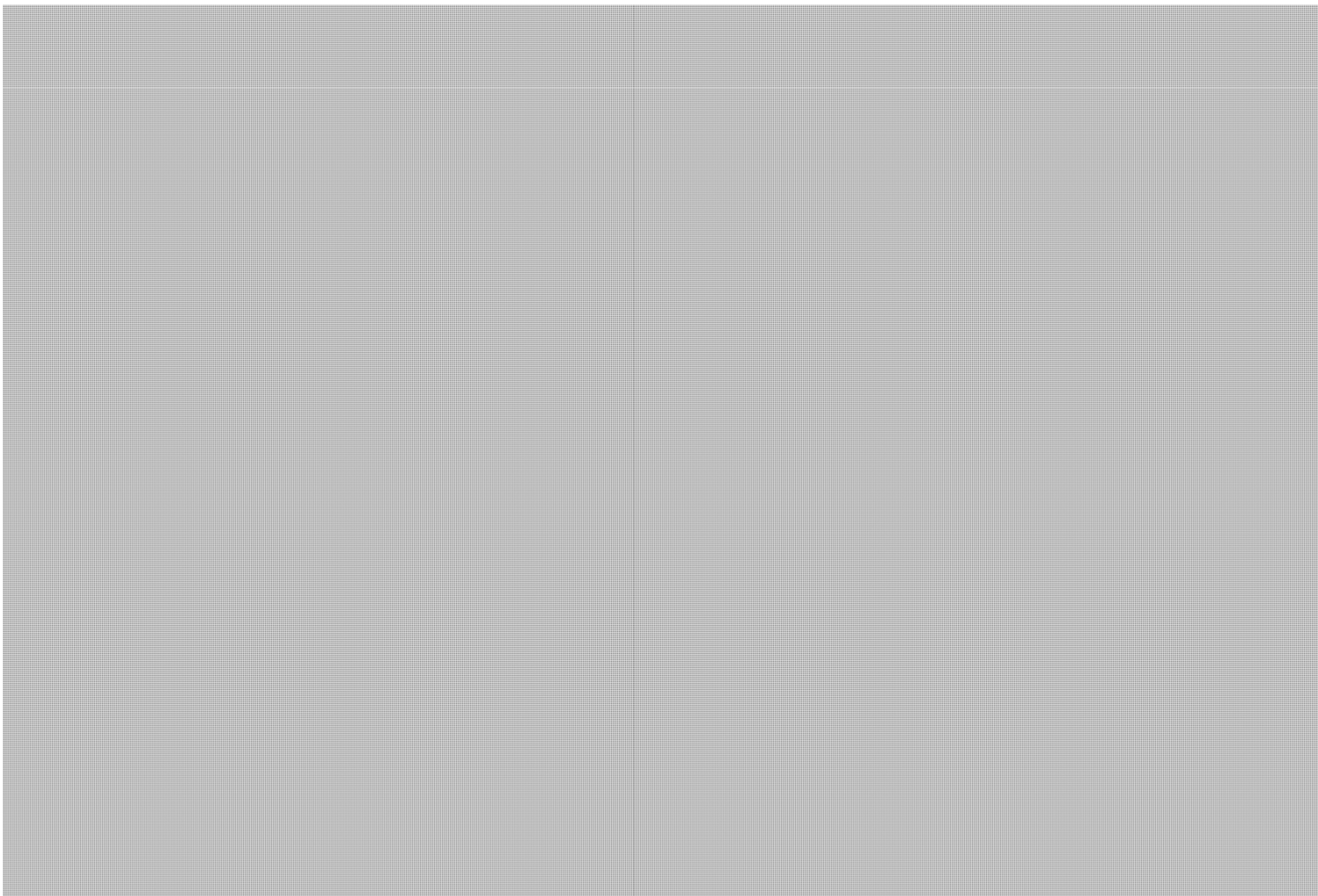


Thank you

**Mediation debrief:**  
**Day 1 – Jan 9th**



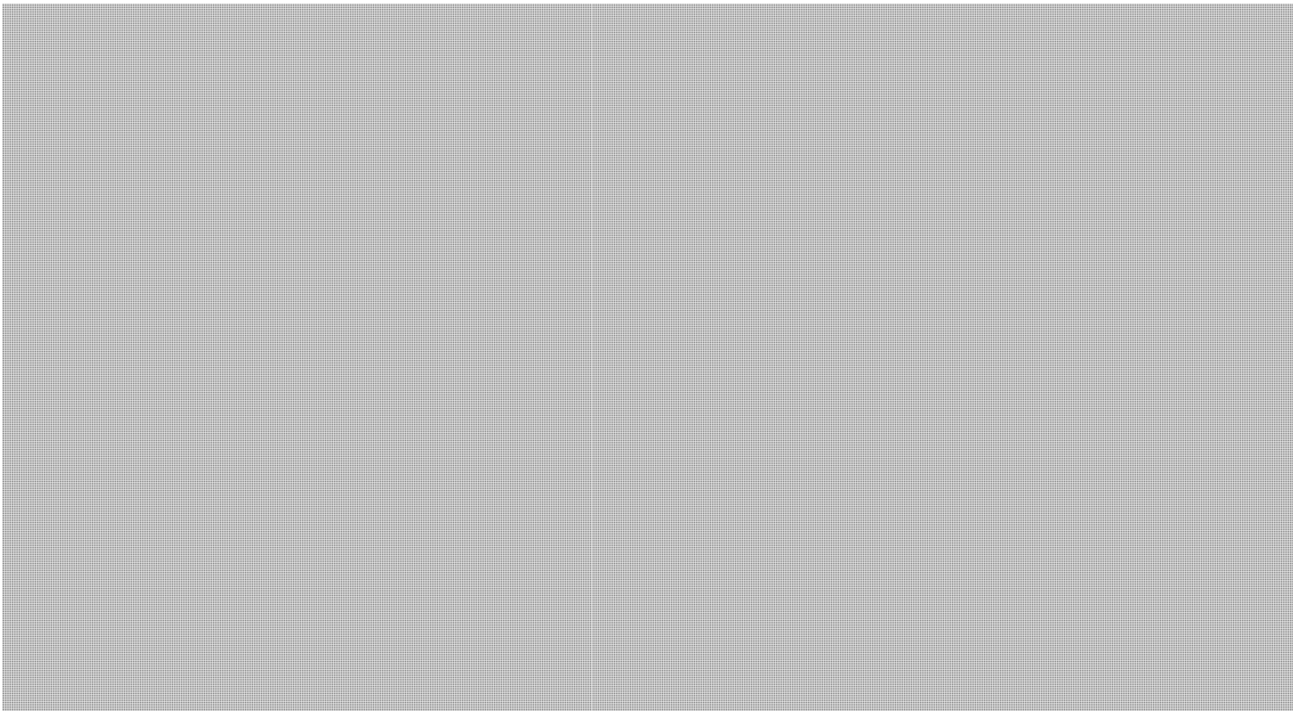
**Day 2 – Jan 10th**



s.21(1)(a)

s.21(1)(b)

- 1.
- 2.
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- 6.
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- 9.

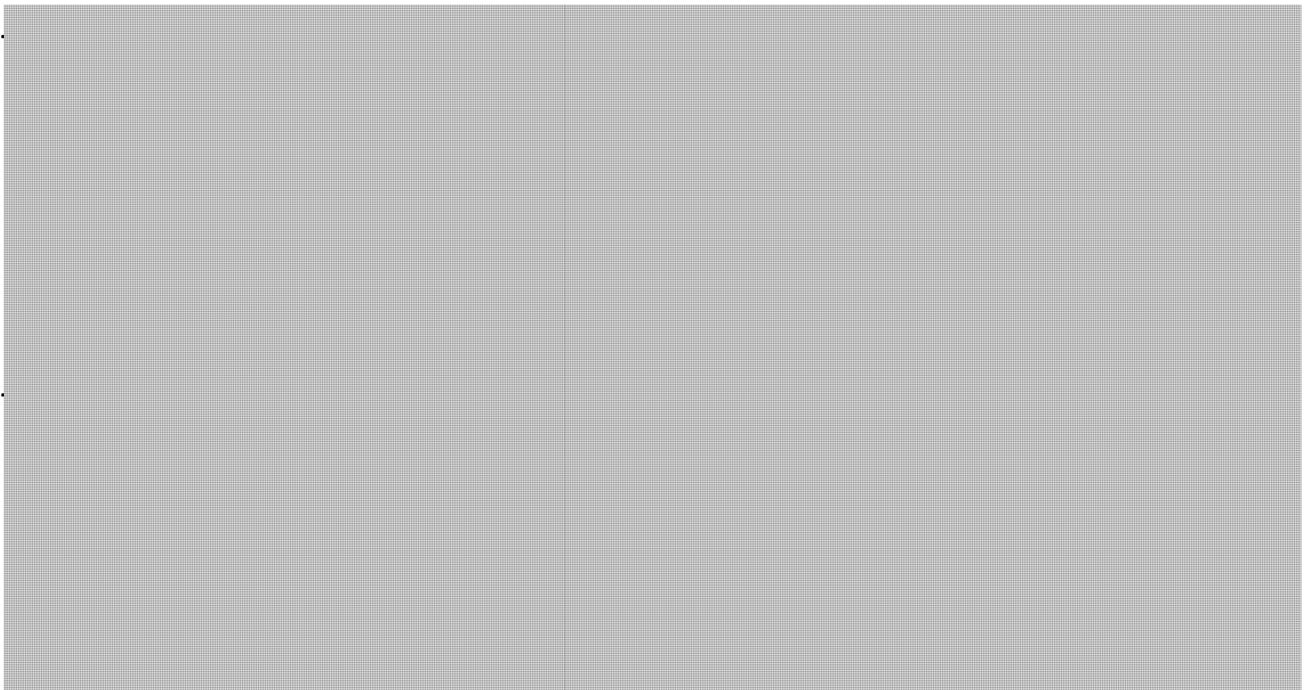


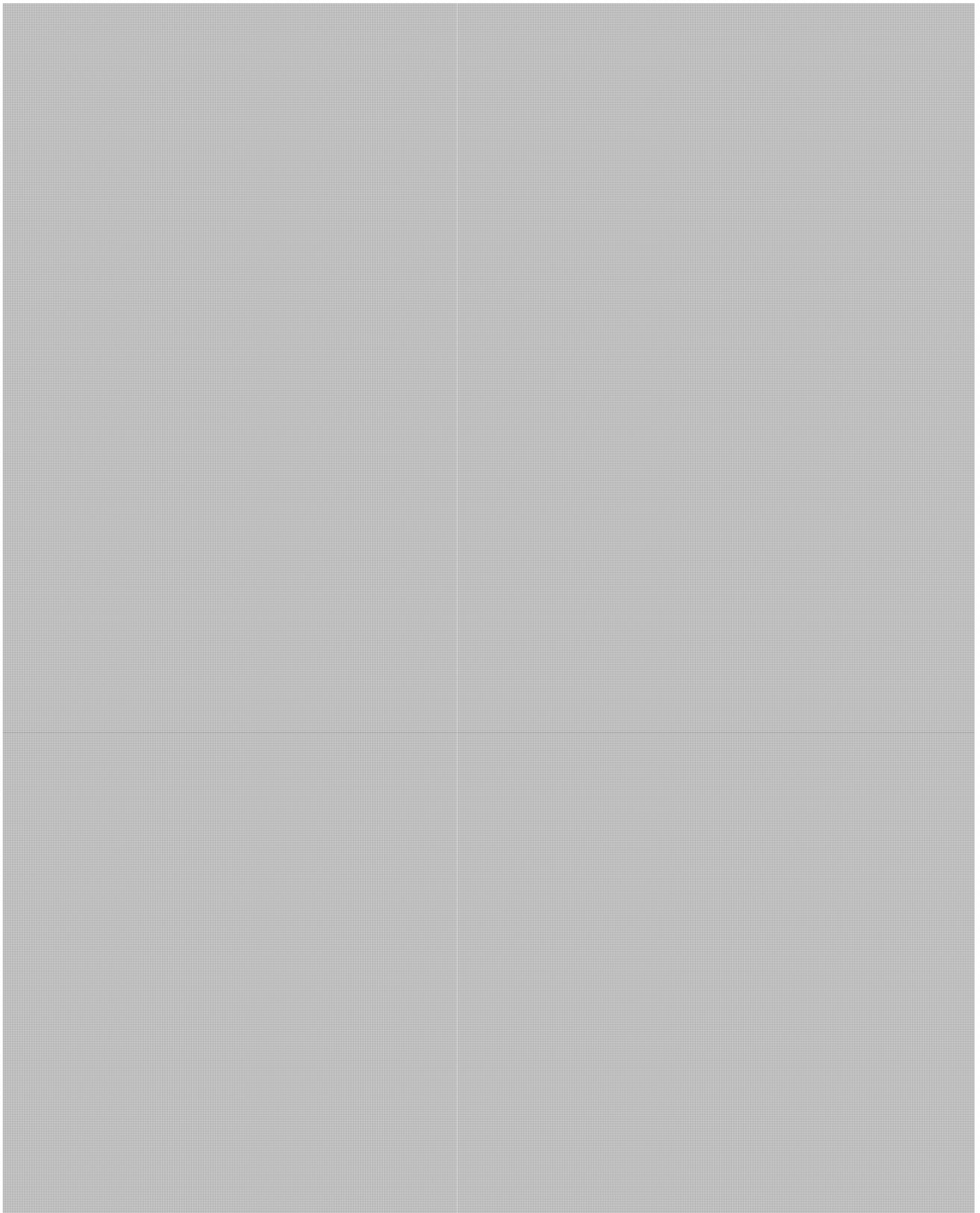
**Email from Member Harrington to all Parties (Jan 10th, 2025):**

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I had indicated that I would send the parties a recap of the plan to move forward with the mediation. Below is our ongoing Agenda (the language of which is drawn from the Tribunal's November 21 Summary Ruling), with a summary of what has happened so far, as well as relevant upcoming dates and actions. I believe we are waiting for [REDACTED] to confirm their agreement with the proposed dates, etc. Also, I realized I was unclear on whether you had all agreed to a Zoom-only meeting on January 23 or whether you will proceed in a hybrid format for both the 23<sup>rd</sup> and 24<sup>th</sup>. I will ask Ms. Dubois to reserve rooms on the 7<sup>th</sup> floor for both dates in any event.

- 1.
- 2.





The Tribunal will schedule the Zoom calls for January 17 (from 11:00 am to 2:00 pm EST), January 23 (9:30 to 5 EST) and January 24 (9:30 to 5 EST), and will book rooms at 240 Sparks St. in Ottawa for the 23<sup>rd</sup> and 24<sup>th</sup> for those who will attend in person on those dates.

The Caring Society will prepare a draft email, to be shared with the other parties, providing the Panel with a brief update to advise them that the mediation will continue, with a more fulsome update provided sometime in the next couple of weeks.

The Caring Society has also asked me to stress the Panel's language in its November 21, 2024 Summary Ruling which asks Canada to include options "supported by a plan with clear rationale and **supported by available evidence**". This was discussed during this afternoon's plenary session as well.

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Wednesday, January 15, 2025 9:42 AM  
**To:** Carleton, Daniel (he-il)  
**Subject:** FW: Jordan's Principle Week Ahead Jan 13-17

Hi Dan,

I think I might have made a mistake with regards to where this docket is at in its routing. I realize it wasn't sent formally to DMO, that I only sent it to you and MK on December 22<sup>nd</sup>, at 9:26PM.

[REDACTED]

Let me know if you have an advice on how to move this forward

Apologies

---

**From:** Cooper, Suzanne **s.21(1)(a)**  
**Sent:** Wednesday, January 15, 2025 9:37 AM **s.21(1)(b)**  
**To:** Wilson, Gina ; St-Aubin, Candice (she-elle-kwe) ; Castonguay, Julien **s.23**  
**Cc:** Kovacevic, Michelle ; Cookson-Hills, Molly (she-elle) ; Carleton, Daniel (he-il)  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

Hi folks – Julien, [REDACTED]

---

**From:** Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 15, 2025 8:47 AM  
**To:** St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Cc:** Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

Very good debrief.

[REDACTED]

I have not seen this, but will look at today.

[REDACTED]

---

**From:** St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 15, 2025 8:24 AM



s.21(1)(a)

s.21(1)(b)

s.23

**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>

**Cc:** Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>; Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>; Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>; Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>

**Subject:** Re: Jordan's Principle Week Ahead Jan 13-17

Candice

Sent from my iPhone

On Jan 14, 2025, at 10:48 PM, Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)> wrote:

Good evening Deputies,

Apologies for sending this one mid-week rather than earlier in the week like we usually do.

As you are aware,

**General updates from last week:**

**Key priority this week:**



**Dockets:**

9. The implementation package (of the funding decision conditions) remains with MINO; the regions continue to flag a need to be able to release guidance as soon as possible. This was also identified in the list of Minister priorities last week.
10. HW 1870, a note to Minister on Jordan's Principle negotiation mandate and resolutions is pending approval in DMO. I expect MINO to ask about as we brief about the new non-compliance motion submitted by Caring Society related to CFS but with implications on Jordan's Principle on obligations to consult.

**Key Meetings:**



Thank you

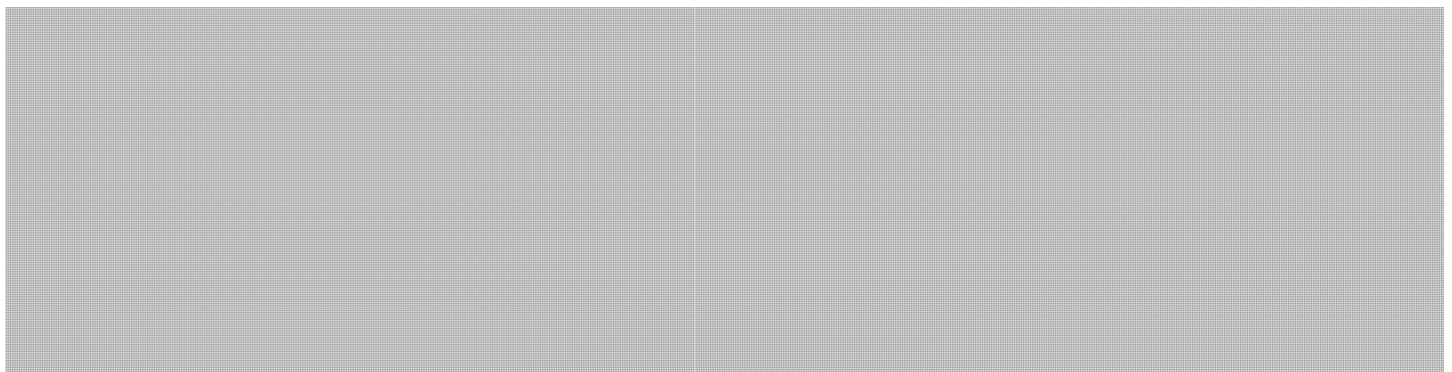
s.21(1)(a)

s.21(1)(b)

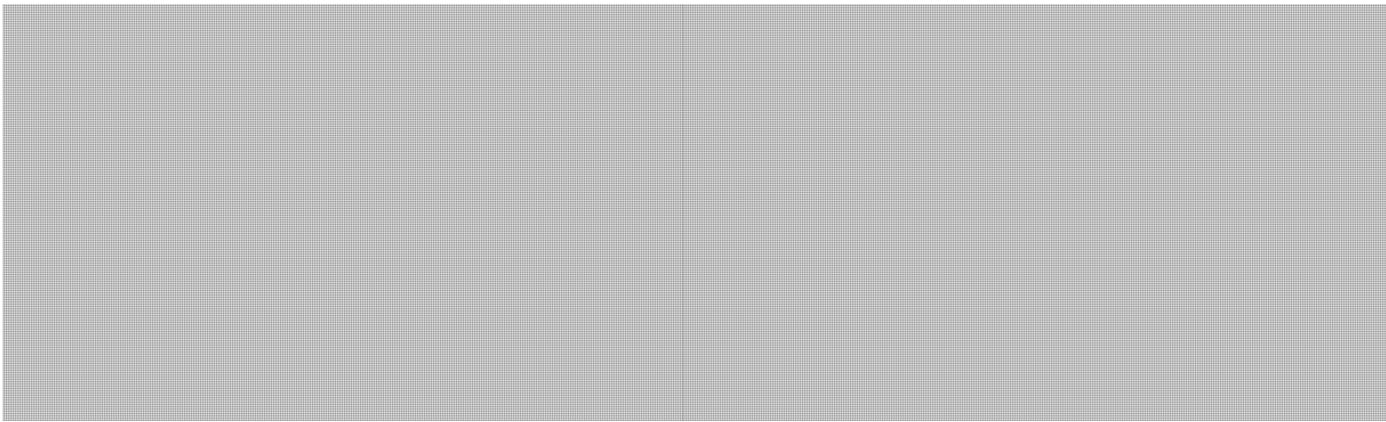
s.23

**Mediation debrief:**

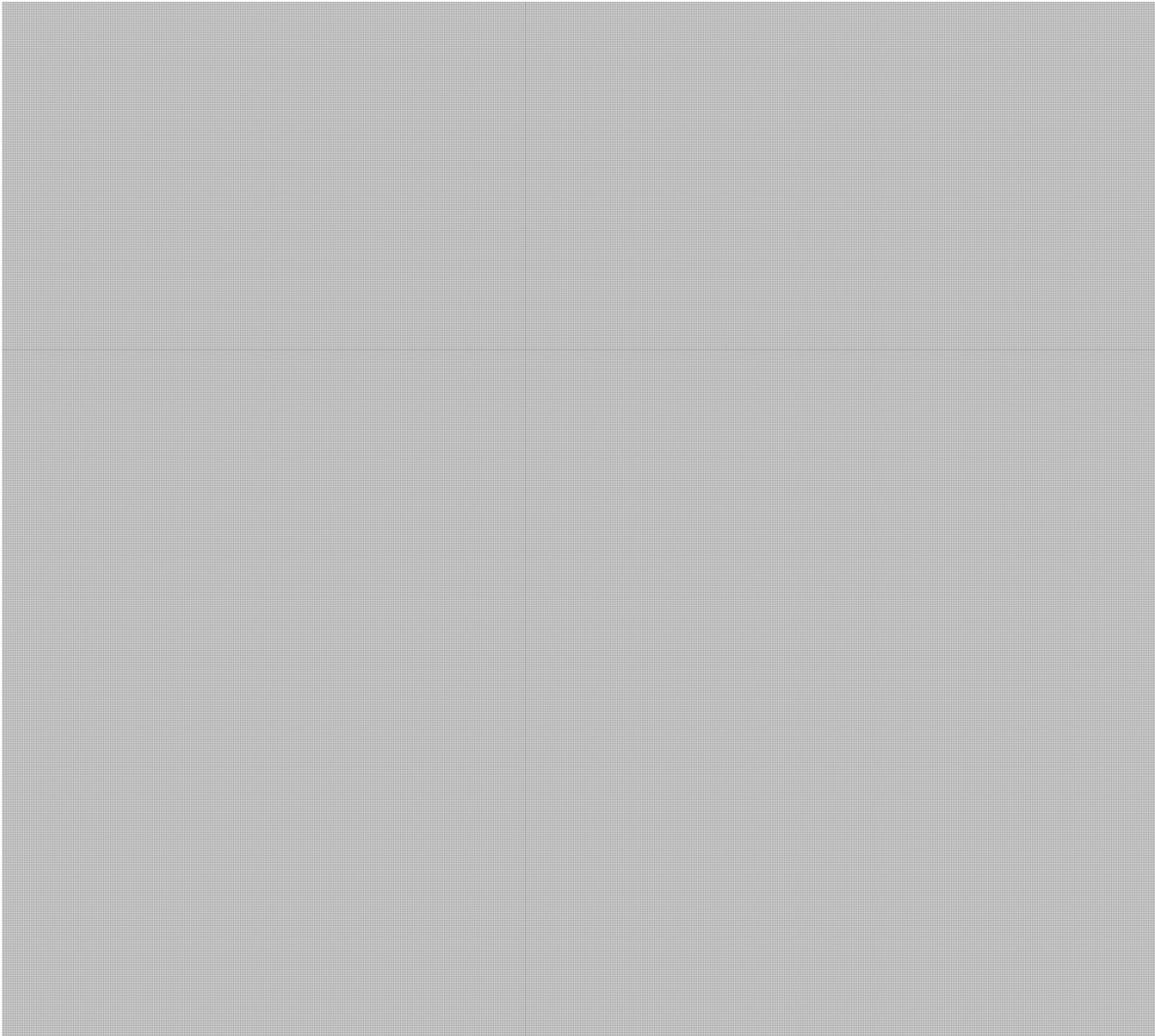
**Day 1 – Jan 9th**



s.21(1)(a)  
s.21(1)(b)



**Day 2 – Jan 10th**

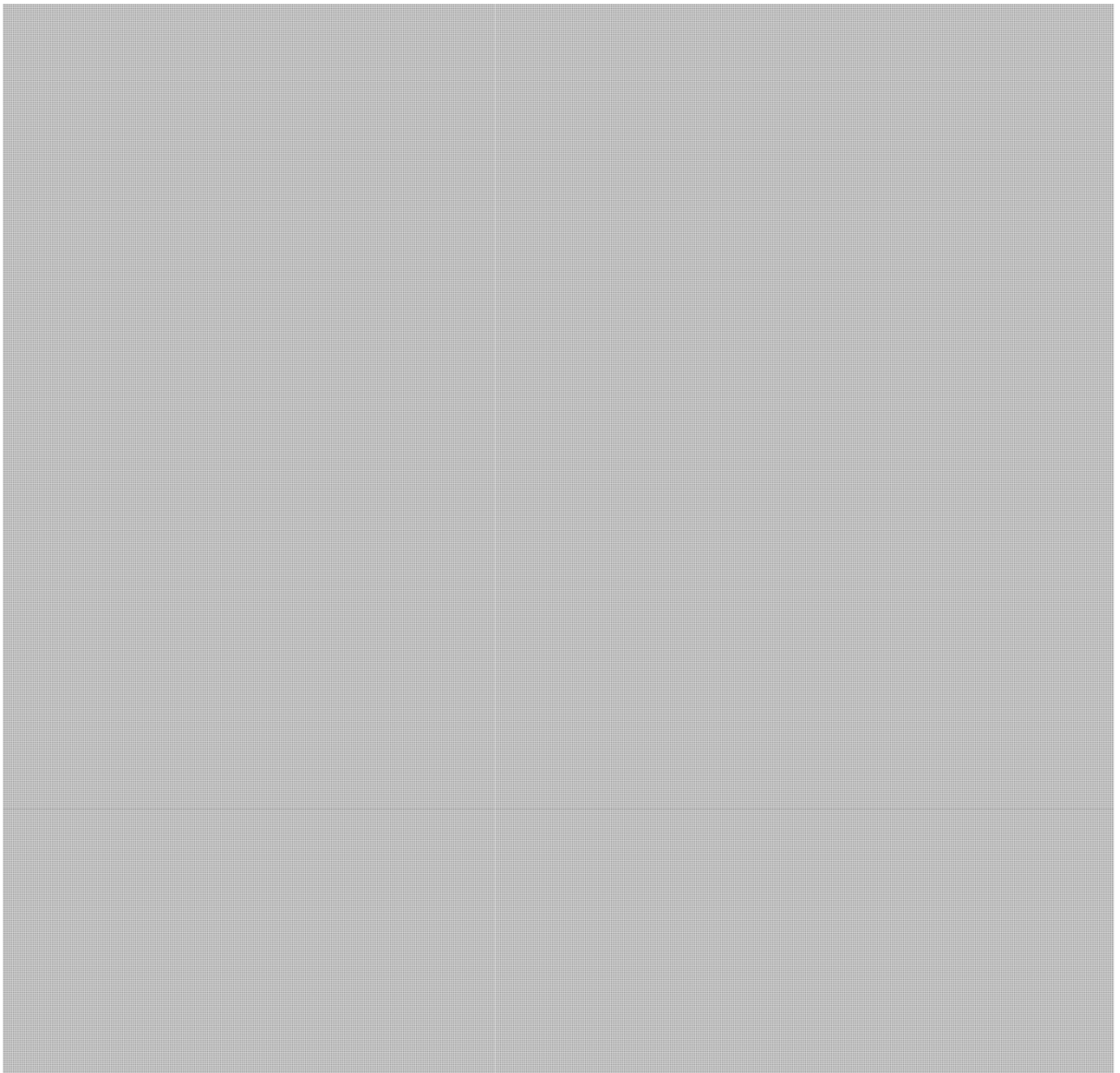


6.  
7.  
8.  
9.

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## Quilty, Jamie Lee

---

**From:** Berland, Frankie  
**Sent:** Friday, February 14, 2025 3:08 PM  
**To:** Cairns, Blair  
**Cc:** Berland, Frankie  
**Subject:** FW: Operational changes - P/T letter  
**Attachments:** Correspondence from the Honourable Patty Hajdu.pdf

Re-sending

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
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Government  
of Canada

Gouvernement  
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*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 4:20 PM  
**To:** Berland, Frankie ; Onyegbula, Cynthia ; Wright, Jennine (she) ; Bull, Brenda (she)  
**Subject:** FW: Operational changes - P/T letter

FYI...

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Monday, February 10, 2025 1:41 PM  
**To:** Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>

[isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca)>; Bower, Kelly (she-elle) <[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprincipe-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprincipe-principejordan@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Hill, Andrea (she-elle) <[andrea.hill@sac-isc.gc.ca](mailto:andrea.hill@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>

**Subject:** Operational changes - P/T letter

Hi everyone,

As discussed, please see attached the Minister's letter to PTs regarding the operational changes. Note that the French version will go out after hours today (translation to be completed around 6pm). As mentioned on Friday, this was drafted by MINO directly.

Best,  
Molly

**Molly Cookson-Hills**

Senior Advisor, Assistant Deputy Minister's Office  
Jordan's Principle and Inuit Child First Initiative  
Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963

## Quilty, Jamie Lee

---

**From:** Berland, Frankie  
**Sent:** Friday, February 14, 2025 2:19 PM  
**To:** Blair.Cairns@aandc-aadnc.gc.ca  
**Cc:** Berland, Frankie  
**Subject:** FW: Operational changes - P/T letter  
**Attachments:** Correspondence from the Honourable Patty Hajdu.pdf

Blair

I checked with ADMO and they have given permission for this to be shared.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
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**To:** Berland, Frankie ; Onyegbula, Cynthia ; Wright, Jennine (she) ; Bull, Brenda (she)  
**Subject:** FW: Operational changes - P/T letter

FYI...

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**Sent:** Monday, February 10, 2025 1:41 PM



**To:** Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Bower, Kelly (she-elle) <[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Hill, Andrea (she-elle) <[andrea.hill@sac-isc.gc.ca](mailto:andrea.hill@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>

**Subject:** Operational changes - P/T letter

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**Molly Cookson-Hills**

Senior Advisor, Assistant Deputy Minister's Office  
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Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963

## Quilty, Jamie Lee

---

**From:** Berland, Frankie  
**Sent:** Friday, February 14, 2025 10:56 AM  
**To:** Cookson-Hills, Molly (she-elle); ADMO Jordans Principle / Principe de Jordan  
**Cc:** Berland, Frankie  
**Subject:** FW: Operational changes - P/T letter  
**Attachments:** Correspondence from the Honourable Patty Hajdu.pdf

Good Morning

Are we allowed to share this Letter with Provincial colleagues in the Alberta Education Ministry? My RO Director of Education is asking if he would be allowed to share this Letter.

Thx

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

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**Sent:** Monday, February 10, 2025 1:41 PM  
**To:** Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Bower, Kelly (she-elle) <[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Hill, Andrea (she-elle) <[andrea.hill@sac-isc.gc.ca](mailto:andrea.hill@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>  
**Subject:** Operational changes - P/T letter

Hi everyone,

As discussed, please see attached the Minister's letter to PTs regarding the operational changes. Note that the French version will go out after hours today (translation to be completed around 6pm). As mentioned on Friday, this was drafted by MINO directly.

Best,  
Molly

**Molly Cookson-Hills**  
Senior Advisor, Assistant Deputy Minister's Office  
Jordan's Principle and Inuit Child First Initiative  
Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963

## Quilty, Jamie Lee

---

**From:** Berland, Frankie  
**Sent:** Friday, February 14, 2025 10:50 AM  
**To:** Blair Cairns (Blair.Cairns@aandc-aadnc.gc.ca)  
**Cc:** Berland, Frankie  
**Subject:** FW: Operational changes - P/T letter  
**Attachments:** Correspondence from the Honourable Patty Hajdu.pdf  
**Importance:** High

FYI....

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



Government  
of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 4:20 PM  
**To:** Berland, Frankie ; Onyegbula, Cynthia ; Wright, Jennine (she) ; Bull, Brenda (she)  
**Subject:** FW: Operational changes - P/T letter

FYI...

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Monday, February 10, 2025 1:41 PM  
**To:** Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Laboucan, Rhonda

(she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Bower, Kelly (she-elle) <[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprincipe-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprincipe-principejordan@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Hill, Andrea (she-elle) <[andrea.hill@sac-isc.gc.ca](mailto:andrea.hill@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>

**Subject:** Operational changes - P/T letter

Hi everyone,

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Best,  
Molly

**Molly Cookson-Hills**

Senior Advisor, Assistant Deputy Minister's Office  
Jordan's Principle and Inuit Child First Initiative  
Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963

## Quilty, Jamie Lee

---

**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 6:20 PM  
**To:** Berland, Frankie; Onyegbula, Cynthia; Wright, Jennine (she); Bull, Brenda (she)  
**Subject:** FW: Operational changes - P/T letter  
**Attachments:** Correspondence from the Honourable Patty Hajdu.pdf

FYI...

---

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Monday, February 10, 2025 1:41 PM  
**To:** Rowe, Allyson (she) ; Thiara, Parminder ; Laboucan, Rhonda (she-elle) ; Reynoldson, Andrea ; Graham, Rod ; Westaway, Lisa ; Aubuchon, Sylvie (elle-she) ; Bower, Kelly (she-elle) ; MacPhail, Heather (she-elle)  
**Cc:** ADMO Jordans Principle / Principe de Jordan ; Gutierrez, Liliana (she-elle) ; Castonguay, Julien ; Bagshaw, Jules (she-elle) ; Wheatley, Jennifer ; Stefanis, Tasha (she-elle) ; Hill, Andrea (she-elle) ; Hitchcock, Lindsay  
**Subject:** Operational changes - P/T letter

Hi everyone,

As discussed, please see attached the Minister's letter to PTs regarding the operational changes. Note that the French version will go out after hours today (translation to be completed around 6pm). As mentioned on Friday, this was drafted by MINO directly.

Best,  
Molly

**Molly Cookson-Hills**  
Senior Advisor, Assistant Deputy Minister's Office  
Jordan's Principle and Inuit Child First Initiative  
Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963

## Quilty, Jamie Lee

---

**From:** Morse, Jennifer  
**Sent:** Saturday, November 2, 2024 10:28 AM  
**To:** Robinson, Grant  
**Cc:** Martin, Wesley; Gutierrez, Liliana (she-elle); Atwal, Jaspreet (she-elle)  
**Subject:** FW: Operational Direction - Directive opérationnelle

Grant, I think you flagged this to me earlier.

Do you have a little more context?

Jen

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, November 1, 2024 5:08 PM  
**To:** Morse, Jennifer  
**Subject:** FW: Operational Direction - Directive opérationnelle

HI,  
I do not understand the point of this message.  
Talk MOnday  
Liliana

---

**From:** Howell, Glenn <[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca)>  
**Sent:** Friday, November 1, 2024 9:56 AM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>;  
Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>  
**Subject:** RE: Operational Direction - Directive opérationnelle

Good morning,

This email follows up on a situation identified yesterday in an MS Team chat with Jaspreet and some regional staff, which they forwarded to me.

Atwal, Jaspreet (she-elle) added Kinyanjui, Josphine (she-elle) and 4 others to the chat.

Atwal, Jaspreet (she-elle) 2:56 PM IMPORTANT



**Subject: Clarification on Meals for ISC-240153-C4K4 (Accommodations related to Homelessness)**

Hello Team,

Today, ISC-240153-C4K4 was discussed in the Daily Urgent Escalations Call regarding accommodations due to homelessness and meals.

I reached out to Josphine, who confirmed that the meals are for the entire family.  
However, I need to clarify that we cannot approve meals for adults, as they fall above the Age of Majority (AOM).

I understand that the Region has previously approved meals for adults, but it's important to adhere to our guidelines moving forward.

The Region does not have the authority to approve products or services for individuals above the AOM, particularly in cases related to accommodations for homelessness.

We will provide meals for the children.

I appreciate your understanding in ensuring we follow the directives provided by HQ Leadership.

This guidance on meal approvals for adults in hotel accommodations was communicated to the Region earlier this year during various calls and MB Rapid Fires.

If you have any further questions, please feel free to reach out.

Thank you for your cooperation! 😊

Kinyanjui, Josphine (she-elle) 2:57 PM



Thank you for clarifying that.



My concerns are:

- 1) Since this could also occur in travel situations, not just homelessness, where there may be a need for an adult escort, do we apply it to any case where an adult is a possible beneficiary?
- 2) The statement "This guidance on meal approvals for adults in hotel accommodations was communicated to the Region earlier this year during various calls and MB Rapid Fires." This is a concern because the regional staff on rapid fires is inconsistent. The meetings are attended by staff with a case to present. It can be that no supervisors and managers are on the rapid-fire; However the guidance provided, it was not clear enough for the staff to assume as operational guidance and was not in writing sent for distribution to other staff.

I would appreciate clarity on my question in point 1 and some direction on advising staff regarding point 2, where statements are made in MS Teams or verbally on rapid-fire calls and not documented otherwise except in the individual case being discussed.

Thanks,

Glenn C. Howell

Director, Community Supports, First Nations and Inuit Health Branch  
Indigenous Services Canada / Government of Canada  
[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca) / Tel: [204-230-8187](tel:204-230-8187) / TTY: [1-800-465-7735](tel:1-800-465-7735)

Directeur, Soutien communautaire, Direction Générale de la Santé de Premières des Nations et des Inuits  
Services aux Autochtones Canada (SAC) / Gouvernement du Canada  
[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca) / Tél: [204-230-8187](tel:204-230-8187) / ATS: [1-800-465-7735](tel:1-800-465-7735)

---

**From:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>

**Sent:** Tuesday, October 22, 2024 7:52 AM

**To:** Dumulon, Louis (il-he) <[Louis.Dumulon@sac-isc.gc.ca](mailto:Louis.Dumulon@sac-isc.gc.ca)>; Musgrave, Sandra <[sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Abdi, Adan <[adan.abdi@sac-isc.gc.ca](mailto:adan.abdi@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Howell, Glenn <[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; McCarthy, Angela (she-elle) <[Angela.McCarthy@sac-isc.gc.ca](mailto:Angela.McCarthy@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>; [REDACTED]

**Cc:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Crowley, Marie <[Marie.Crowley1@justice.gc.ca](mailto:Marie.Crowley1@justice.gc.ca)>; McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>

**Subject:** Operational Direction - Directive opérationnelle

Hi colleagues,

As discussed this afternoon and until further notice, please escalate to HQ all individual and group requests that includes any of the following products or services identified in this list:

- Infrastructure: Housing purchase, construction and structural renovations
- Non-medical related requests without a specific recommendation from a health professional: Travel costs, vehicles (including recreational vehicles) and accessories (furniture, appliances, clothing, toys), non-medical respite, child care or daycare etc.
- Education: Supports to school boards (off-reserve) and private schools will be redirected to provincial or federal program-funded services or supports
- Elite sports academies, memberships and associated travel
- Youth over the age of majority
- International travel
- Administration fees within group requests: Salaries, services fees, overhead costs.

This is to ensure consistent application and decision-making of federal decisions made under the ISC Financial Delegation Matrix. Please note this direction is effective immediately and applies to both Jordan's Principle and Inuit Child First Initiative.

Further information to come.

Bonjour collègues,

Comme discuté cet après-midi et jusqu'à nouvel ordre, veuillez faire remonter au bureau national toutes les demandes individuelles et de groupe incluant l'un des produits ou services identifiés dans cette liste :

- Infrastructure : Achat, construction et rénovation structurelle de logements;
- Demandes non médicales sans recommandation spécifique d'un professionnel de la santé : Frais de déplacement, véhicules (y compris les véhicules récréatifs) et accessoires (meubles, appareils électroménagers, vêtements, jouets), répit non médical, garde d'enfants ou garderie, etc;
- Éducation : Les aides accordées aux conseils scolaires (hors réserve) et aux écoles privées seront réorientées vers des services ou des aides financés par des programmes provinciaux ou fédéraux;
- Académies de sport d'élite, adhésions et voyages associés;
- Jeunes en âge de majorité;
- Voyages internationaux;
- Frais d'administration dans le cadre des demandes de groupes : Salaires, frais de services, frais généraux.

Cela vise à assurer une application et une prise de décision cohérentes des décisions fédérales prises en vertu de la Matrice de délégation financière de SAC. Veuillez noter que cette directive est effective immédiatement et s'applique à la fois au Principe de Jordan et à l'Initiative « Les enfants d'abord » des Inuits.

De plus amples renseignements suivront

**Julien Castonguay (Il | He)**

Sous-ministre adjoint p.i | Interim Assistant Deputy Minister

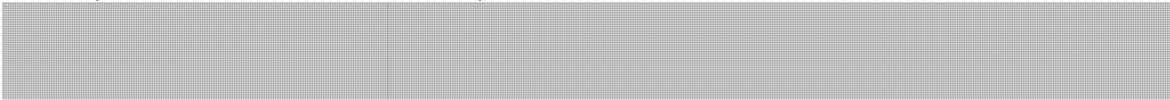
Principe de Jordan et l'Initiative les enfants Inuits d'abord | Jordan's Principle and Inuit Child First Initiative

Indigenous Services Canada | Services aux Autochtones Canada

[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca) | (613) 295-3190

**Quilty, Jamie Lee**

---

**From:** Morse, Jennifer  
**Sent:** Tuesday, November 19, 2024 5:08 PM  
**To:** Stewart, Kevin  
**Subject:** FW: Operational Direction - Directive opérationnelle  
**Attachments:** 

I believe this is what you are looking for... Let me know if you want to chat about it.

I am also attaching the draft (not for sharing) operational guidelines, that may help you understand where we are going with the requirements below.

Jen

---

**From:** Castonguay, Julien  
**Sent:** Monday, October 21, 2024 9:46 PM  
**To:** Dumulon, Louis (il-he) ; Musgrave, Sandra ; Aubuchon, Sylvie (elle-she) ; Bergamin, Tania (she-elle) ; Westaway, Lisa ; Abdi, Adan ; Graham, Rod ; Howell, Glenn ; Reynoldson, Andrea ; Thiara, Parminder ; Berland, Frankie ; Rowe, Allyson (she) ; McCarthy, Angela (she-elle) ; MacPhail, Heather (she-elle) ; Steeves, Sarah  
**Cc:** Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle) ; Morse, Jennifer ; Bagshaw, Jules (she-elle) ; Wheatley, Jennifer ; Crowley, Marie ; McDonald, Dana (she-elle)  
**Subject:** Operational Direction - Directive opérationnelle

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- Frais d'administration dans le cadre des demandes de groupes : Salaires, frais de services, frais généraux.

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De plus amples renseignements suivront

**Julien Castonguay (Il | He)**

Sous-ministre adjoint p.i | Interim Assistant Deputy Minister

Principe de Jordan et l'Initiative les enfants Inuits d'abord | Jordan's Principle and Inuit Child First Initiative

Indigenous Services Canada | Services aux Autochtones Canada

[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca) | (613) 295-3190

**Pages 1212 to / à 1219  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

---

**From:** Morse, Jennifer  
**Sent:** Friday, December 20, 2024 9:56 AM  
**To:** Rukiewicz, Katrina  
**Subject:** FW: Operations Guide

Katrina,

Did the Operational Guidance document go to the Minister's Office?  
I am not sure I have the final draft anymore.

Jen

---

**From:** Stewart, Kevin  
**Sent:** Friday, December 20, 2024 9:46 AM  
**To:** Morse, Jennifer  
**Cc:** Thibeault, Julia  
**Subject:** Operations Guide

Hello Jennifer,

Do we have a finalized draft of the Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle Initiative?

If so could you forward me a copy?

Thanks,

Kevin

---

**Kevin Stewart, MBA, CPA-CMA**

Director, Operations / Directeur, Opérations

First Nations Inuit Health Branch / Direction Générale de la Santé des Premières Nations et des Inuit

Indigenous Services Canada-Atlantic Region / Services aux Autochtones Canada- Région de l'Atlantique

Government of Canada / Gouvernement du Canada

902-497-2844 (cell)

[kevin.stewart@canada.ca](mailto:kevin.stewart@canada.ca)

**Pages 1221 to / à 1277  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



Quilty, Jamie Lee

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, January 31, 2025 11:47 AM  
**To:** Martin, Wesley (he-il)  
**Subject:** FW: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi Wesley,  
Please help me track the latest version of this. Maybe Robin has it? I just need it to check if the comments were incorporated.  
Thank you,  
Llliana

**From:** Castonguay, Julien  
**Sent:** Friday, January 31, 2025 11:41 AM  
**To:** Bagshaw, Jules (she-elle) ; Pitman, Robin ; Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle)  
**Cc:** Cookson-Hills, Molly (she-elle) ; McMerty, Barra (she-elle)  
**Subject:** RE: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Thank Jules,  
  
Liliana – have we edited our version on the basis of Lydia’s first set of comments so we can send it back ?

**From:** Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>  
**Sent:** Friday, January 31, 2025 11:35 AM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>  
**Subject:** Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Sharing the update from MinO below. Please let me know if you want Robin or I to share up anything further today.  
  
Thanks!  
JB

**From:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>  
**Sent:** Friday, January 31, 2025 11:31 AM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>  
**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi Molly,  
  
Apologies for any confusion – MinO has just gotten back to me with the following:  
  
*I will know Monday if there are futher edits. Could we please get a new version sent up with the edits incorporated, as soon as possible?*

Let me know if you have any questions or concerns.

Best,  
  
Amanda

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Thursday, January 30, 2025 12:58 PM  
**To:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>  
**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Thank you so much for these Amanda – in follow up to my previous email, I confirmed these are the right versions being commented on; just an old thread 😊

Just confirming if there are more edits coming on these? The operational bulletin would be amazing to have finalized so we can get it out the door to regions.

Molly  
343-549-2963

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**From:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>  
**Sent:** Thursday, January 30, 2025 12:23 PM  
**To:** McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi FNIHB,

I hear the team was looking for feedback leading up to the All-MinO. Attached are some preliminary edits to the two annexes but MinO is working to have this returned from the Minister as soon as possible.

Final to come later on. Hope this is helpful!

Amanda

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**From:** Deschênes-Matte, Marie-Claude (elle-she) <[Marie-Claude.Deschenes-Matte@sac-isc.gc.ca](mailto:Marie-Claude.Deschenes-Matte@sac-isc.gc.ca)>  
**Sent:** Monday, December 16, 2024 9:51 PM  
**To:** Blois, Lydia (she-elle) <[Lydia.Blois@sac-isc.gc.ca](mailto:Lydia.Blois@sac-isc.gc.ca)>  
**Cc:** Nudo, Jordano <[jordano.nudo@sac-isc.gc.ca](mailto:jordano.nudo@sac-isc.gc.ca)>; Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430  
**Importance:** High

Good evening,

\*This docket was previously MIN-BR1430. I am sharing it with you for tracking purposes. No changes were made to the note since it reached MinO under MIN-BR1430. 😊

Please find attached a Decision note for the Minister.

PW to follow.

Thank you,

*Marie-Claude*  
(She, her - elle) 🇵🇪

## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Monday, February 24, 2025 3:18 PM  
**To:** Rukiewicz, Katrina  
**Subject:** here it is  
**Attachments:** QsAs-JPOC.docx

Liliana Gutierrez  
She/elle  
A/Director General, Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
liliana.gutierrez@sac-isc.gc.ca  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
liliana.gutierrez@sac-isc.gc.ca

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**DRAFT – Qs and As**  
**Special Jordan's Principle Operations Committee meeting**  
**Conference Call**  
February 25, 2025

**Q: Why are these changes happening now?**

**A:** Since it was first implemented in 2016, requests through Jordan's Principle have grown at an extremely fast pace. In response to the rapid and significant growth in request volume, we need to change our operating procedures to tackle the significant backlog, expedite decision-making, and provide clarification about the types of supports and services that can and cannot be funded through Jordan's Principle. All of these measures are necessary to help ensure the long-term sustainability of Jordan's Principle, and to make sure it is operating in a clear, consistent, and fair manner.

**Q: Is Canada narrowing the definition or eligibility of Jordan's Principle?**

**A:** No, the definition and eligibility parameters for Jordan's Principle are not being narrowed. We are clarifying that the purpose and function of Jordan's Principle, as ordered by the CHRT, is to ensure that First Nations children are not being **discriminated against** when trying to access **publicly funded services and supports**, and to therefore provide equal access to the **public services and supports** they need. Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or other jurisdictions.

We acknowledge that there have been different understandings and interpretations - within the public, the media, First Nations communities, and within provincial and federal governments – around which types of products, services, and supports have been or should be funded under Jordan's Principle. So we want to provide clarification and make sure that there is a shared understanding of the types of services and supports that are eligible to be funded through this initiative so that the parameters are clear, consistent, and fair.

**Q: Why were parties not consulted about these changes prior to the Minister's announcement and release of the Operational Bulletin?**

**A:** Canada has received clear orders from the CHRT to address the backlog as soon as possible and ensure that truly urgent requests are not lost amidst the thousands of self-declared urgent requests that do not meet the CHRT's interim definition of urgency. The directives are an internal policy approach that aligns with the CHRT orders and enables Canada to immediately expedite its operations. Through JPOC and other communications channels we remain committed to communicating with partners and Parties.

**Q: How will these changes impact long-term reform?**

ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access publicly-funded products, services and supports. ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantively equal

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access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

**Q: Does the new operational direction pertain to requests that are already in the backlog?**

A: Yes, the new direction pertains to requests that have not yet been processed, however, if a request in the backlog is missing information that is now required in the new operational directives, the focal point will work with the requestor to ensure that they understand what is missing from the request and that they have an opportunity to provide it. Requests will continue to be reviewed on a case-by-case basis.

**Q: How are requestors expected to demonstrate that the child has experienced gaps, delays, or denials in government services? Doesn't this put the burden on the requestor?**

A: At this time ISC has not developed a specific requirement for *how* the requestor needs to demonstrate that the child has experienced gaps, delays or denials in government services. It is necessary, however, that the request show or explain that the child experienced gaps or delays in accessing government services, or was denied an existing government service, because of their identity as a First Nations child. This is necessary because it is the basis on which the review and adjudication of Jordan's Principle requests occur – that is, is the child facing discriminatory barriers in accessing publicly funded services or supports?

**Q: How does this new direction align with the Canadian Human Rights Tribunal orders?**

Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing **government services**, and that they are not denied government services, because of their identity as First Nations children. This interpretation aligns with the CHRT orders.

**Q: What about the Back to Basics Approach? Is that still being followed?**

A: It is not. In 2025 CHRT 6, the Tribunal found that the Back-to-Basics Approach, developed by the Caring Society and implemented by Canada in 2022, has resulted in the redirection of requests into Jordan's Principle and the misclassification of Jordan's Principle requests as urgent. This has added to and complicated the backlog of correspondence and requests, and the Tribunal confirmed that Canada is not bound by the Back-to-Basics policy.

**Q: How does the bulletin affect Urgent requests?**

Urgent requests will continue to be prioritized and evaluated following the interim definition criteria ordered by the CHRT's November 21, 2024 summary ruling, which is:

- life threatening cases
- cases involving end-of-life or palliative care
- risk of suicide
- risk to physical safety
- no access to food or basic necessities
- risk of entering the child welfare system
- caregivers and children fleeing from domestic violence

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**Q: How does ISC define a letter of recommendation by a 'health professional'?**

A: This requires some clarification. In using "health professional" we want to clarify that this is a **health, social, or educational professional**. To be recognized as a professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice. So this could include, for example, a speech language pathologist, or a registered social worker, or an audiologist, not just a nurse or doctor.

The professional writing a letter of recommendation must be providing the child-specific recommendations based on their professional scope of practice. This means, for example, that an occupational therapist is not recommending mental health supports, or a family doctor is not making recommendations for extra tutoring. The professional also needs to be within the child or children's circle of care, which means that they are treating or directly supporting the child. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

Currently, through CHRT ordered mediation Canada and the Parties are working on consultation of objective criteria to determine who is a "qualified professional" with relevant competence and training that can identify urgent cases.

**Q: Can Elders continue to make recommendations?**

A: Yes, an Elder or Knowledge Keeper can make a recommendation, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.

**Q: What if there is a limited range of professionals in a community who can make recommendations, particularly in a remote or isolated community?**

A: We recognize that not all communities will have a full range of health, social, and educational professionals available to provide letters of recommendation for each type of specific need and that the reality of each community is distinct. All requests are evaluated on a case-by-case basis, and the context of the community and substantive equality will be taken into account when assessing the suitability of the recommendation.

**Q: Have eligibility parameters changed?**

A: No, these changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the 2020 CHRT 36. Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

**Q: Broadly, which items will not be approved unless required by substantive equality?**

A:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.

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- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.
- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.
- **Repeats of previous requests:** Each new request will be considered on a case-by-case basis. An existing or previously-approved request **does not guarantee** that a request for new funding will be renewed or approved.

**Q: Are provinces and territories going to fund education requests that will no longer be provided through Jordan's Principle?**

**A:** Jordan's Principle funding should not negate provincial or territorial responsibility. Canada maintains its commitment to ensure that jurisdictional disputes do not create discriminatory barriers for First Nations children in accessing publicly funded services. It is also our expectation that provinces and territories offer the services over which they have jurisdiction – such as education off-reserve -to **all** children, including First Nations children, equitably, as is required of them by law.

**Q: What are the other changes to group requests? What is required for completing a group request?**

**A:** Group requests are intended to provide support for specific children with specific unmet needs. The following information is required for group requests.

- Child identifier
- Child's date of birth or age
- Confirmation of eligibility for First Nations children
- Program or service each child will be accessing, supported by the appropriate recommender
- Recommender of program or service: Name and position of the professionals in the children's circle of care who are recommending the service
- Consent from parent or legal guardian

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs

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or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

**Q: Has there been any considerations to allowing Jordan's Principle and Inuit Child First Initiative to become part of the New Fiscal Relationship (NFR) and flow as Grant Funding?**

**A:** We need further discussion on this but the idea to be a long-term approach is not excluded. We need to work with Central Agencies to start with. Currently, we're too early in the initiative's life to consider such a move, as it lacks proper controls and is not ready for the NFR level of flexibility.

**Q: Will recipients be eligible to request and receive Administration fees, in order to help in the delivery of their various Jordan's Principle and Inuit CFI projects, programs or services?**

**A:** Yes, however the practice of requesting and receiving a blanket 10% administration expenses, **will no longer be eligible**. Any request for administration fees will need to be itemized and have a clear demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.

**Q: What do you mean by: '*previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle*'?**

**A:** It means, unless a Region determines that the expenditure/deficit reimbursement request is for expenses, linked to a prior assessed and approved Group Request, it would not be eligible for reimbursement.

**Q: Can year end Jordan's Principle and Inuit CFI unspent funding be carried forward and expended in future years?**

**A:** Yes, however there will be no blanket approvals. Any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



**Pages 1286 to / à 1297  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Quilty, Jamie Lee**

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**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 12:54 PM  
**To:** Onyegbula, Cynthia; Berland, Frankie  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_ Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_ Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf

**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Parminder Thiara

Parminder Thiara MD CCFP FRCPC  
A/Regional Executive Officer  
First Nations and Inuit Health Branch, Alberta Region  
Indigenous Services Canada  
(403) 861-8447

Direction Generale de la Sante des Premieres  
Nations et des Inuits, Region de l'Alberta  
Services Aux Autochtones Canada

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.



# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- Detailed description of the child's needs:



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.





- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

**Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

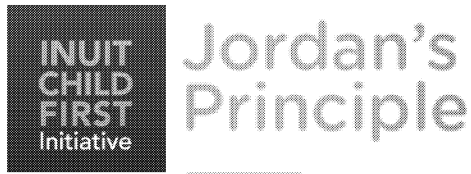
A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.





recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



## Jordan's Principle

- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

### **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

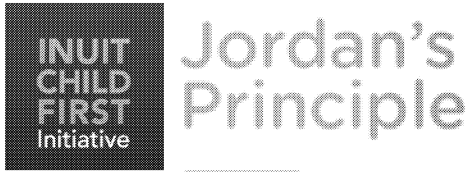
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

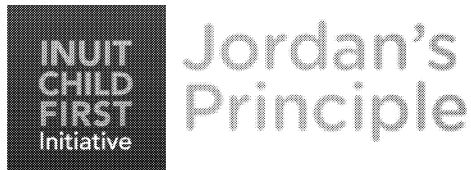
**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

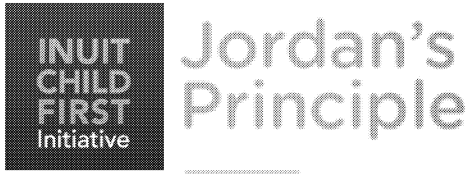
**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**





A: Regions should contact requestor to attempt to obtain the previous year reporting .

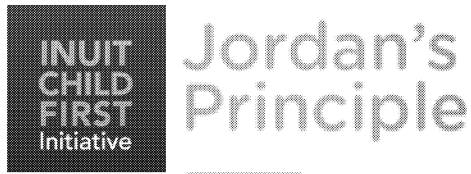
If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



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- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.



## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



## Jordan's Principle

recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

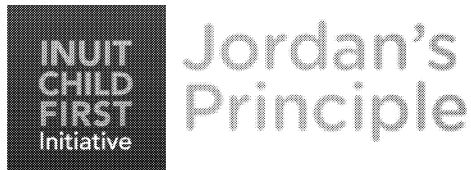
Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

## **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

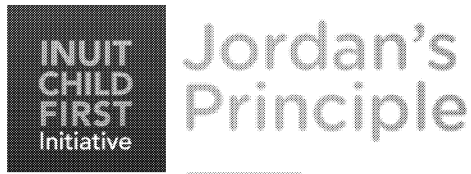
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**





**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:



- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
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  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



## Jordan's Principle

A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

### Q: How should each First Nations child be represented in a group request?

A: Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
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Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and



- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

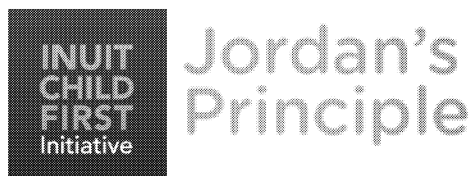
**Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

**Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

**Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

#### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

#### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

#### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

#### **Information to include with the request for a child**

- Detailed description of the child's needs:





- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

#### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

#### 4. Other information

##### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

**Commented [JT1]:** Conversely you could write "...to better meet the distinct needs of Inuit children and provide...."

#### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

#### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

### **5. Questions and Answers**

#### **General Information**

**Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.



**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

**Pages 1351 to / à 1360  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Griffith, Candace (she-elle) on behalf of Berland, Frankie  
**Sent:** Tuesday, February 11, 2025 4:42 PM  
**Subject:** Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Dear Educational Directors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.



# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Griffith, Candace (she-elle) on behalf of Berland, Frankie  
**Sent:** Monday, February 10, 2025 3:10 PM  
**Subject:** Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Dear Jordan's Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.



## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Griffith, Candace (she-elle) on behalf of Berland, Frankie  
**Sent:** Monday, February 10, 2025 3:05 PM  
**Subject:** Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Dear Health Directors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.



# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
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### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
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## Jordan's Principle

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# Jordan's Principle

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## Jordan's Principle

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# Jordan's Principle

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## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Quilty, Jamie Lee

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**From:** Groups Jordans Principle AB / Groupes Principe de Jordan AB  
**Sent:** Tuesday, February 11, 2025 6:17 PM  
**Subject:** Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Dear Jordan's Principle Requestors,

I am writing to inform you of recent operational changes to Jordan's Principle. Please see the messaging below from our Regional Director, Frankie Berland, speaking to these updates. Attached, you will find a copy of the Jordan's Principle Operational Bulletin providing information on these changes.

If you have any questions about these updates, please do not hesitate to reach out.

Thanks,

Bethany Matchullis

**\*NEW** – For new Groups applications, amendments, & general inquiries: [groupsjordansprincipleab-groupesprincipedejordanab@sac-isc.gc.ca](mailto:groupsjordansprincipleab-groupesprincipedejordanab@sac-isc.gc.ca)

Manager, Jordan's Principle-Child First Initiative  
Alberta Region, First Nations and Inuit Health Branch  
Department of Indigenous Services Canada/ Government of Canada  
[bethany.matchullis@sac-isc.gc.ca](mailto:bethany.matchullis@sac-isc.gc.ca)  
Telephone: 1-833-632-4453

Gestionnaire, Unité des groupes, Principe de Jordan- Initiative de l'enfant d'abord  
Région de l'Alberta, Direction générale de la santé des Premières Nations et des Inuits  
Ministère des Services aux Autochtones Canada/ Gouvernement du Canada  
[bethany.matchullis@sac-isc.gc.ca](mailto:bethany.matchullis@sac-isc.gc.ca)  
Téléphone: 1-833-632-4453

~PRIVACY NOTICE~

The collection, use and disclosure of personal information by Jordan's Principle is authorized under the *Department of Indigenous Services Act*. The collection, use and disclosure of personal information is in accordance with the *Privacy Act*. Personal information collected will be used in order to facilitate and administer the processing of the request under Jordan's Principle. Information may also be used to contact individuals for a follow-up survey. Personal information will be retained pursuant to the *Privacy Act* and its Regulations. Disclosure of personal information to determine eligibility, adjudicate applications, and process payments under Jordan's Principle is permitted under Section 8(2)(a) of the *Privacy Act*. This information collection is described in Info Source, which is available online at [infosource.gc.ca](http://infosource.gc.ca). Individuals have the right to the protection of, access to, and request the correction of their personal information under the *Privacy Act*. If you require clarification concerning the Privacy Notice Statement, please contact the Departmental Access to Information and Privacy Office at 1-819-997-8277 or by email at [aadnc.upvp-ppu.aandc@canada.ca](mailto:aadnc.upvp-ppu.aandc@canada.ca). For more information on privacy issues, your right to file a complaint and the *Privacy Act* in general, you can consult the Privacy Commissioner of Canada at 1-800-282-1376.

~ÉNONCÉ DE CONFIDENTIALITÉ~

La Loi sur le ministère des Services aux Autochtones autorise la collecte, l'utilisation et la divulgation de renseignements personnels aux fins de l'application du principe de Jordan. La collecte, l'utilisation et la divulgation des renseignements personnels doivent se faire conformément à la *Loi sur la protection des renseignements personnels*. Les renseignements personnels recueillis serviront à faciliter et à administrer le traitement de la demande en vertu du principe de Jordan. La divulgation d'informations personnelles pour déterminer l'admissibilité, juger les demandes et traiter les paiements en vertu du principe de Jordan est permise en vertu de l'article 8(2)(a) de la Loi sur la protection des renseignements personnels et à ses règlements. Cette collecte d'informations est décrite dans Info Source, qui est disponible en ligne à l'adresse [infosource.gc.ca](http://infosource.gc.ca). En vertu de la *Loi sur la protection des renseignements personnels*, toute personne a droit à la protection de ses renseignements personnels, à l'accès à ces derniers ainsi qu'à la correction des erreurs qu'ils peuvent contenir. Si vous avez besoin de précisions concernant l'énoncé de confidentialité, veuillez communiquer avec le Bureau de l'accès à l'information et de la protection des renseignements personnels du Ministère par téléphone au 1-819-997-8277, ou par courriel à [aadnc.upvp-ppu.aandc@canada.ca](mailto:aadnc.upvp-ppu.aandc@canada.ca). Pour obtenir de plus amples renseignements sur la protection des renseignements personnels, sur votre droit de déposer une plainte et sur la *Loi sur la protection des renseignements personnels* en général, vous pouvez communiquer avec le Commissariat à la protection de la vie privée du Canada au 18002821376.

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**From:** Berland, Frankie  
**Sent:** Tuesday, February 11, 2025 2:42 PM  
**Subject:** Important Operational Changes to Jordan's Principle

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
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# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

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ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

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# Jordan's Principle

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## 1. Information about requests

### What is being clarified

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# Jordan's Principle

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## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.



# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

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**From:** Anderson, Amanda (she-wiya/iskwêwiw) on behalf of Thiara, Parminder  
**Sent:** Monday, February 10, 2025 3:10 PM  
**Subject:** Important Operational Changes to Jordan's Principle  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Dear Chiefs,

I would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Thank you for your attention to these updates.

Parminder

Parminder Thiara MD CCFP FRCPC  
A/Regional Executive Officer  
First Nations and Inuit Health Branch, Alberta Region  
Indigenous Services Canada  
(403) 861-8447

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
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## Jordan's Principle

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# Jordan's Principle

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## Jordan's Principle

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# Jordan's Principle

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## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

Quilty, Jamie Lee

**From:** Rukiewicz, Katrina on behalf of Gutierrez, Liliana (she-elle)  
**Sent:** Monday, February 10, 2025 3:37 PM  
**To:** Clarke, Christopher; capital\_ortho@hotmail.com; McKinstry, Sheri (she-elle-kwe); sherimckinstry@gmail.com; jcoppscalfrn@gmail.com; Copp-Scalf, Jennifer; Coelho, Chantal; Chantal Coelho Sena; Fraser-Roberts, Deborah; leighfraserroberts@me.com; SNafez@shawanopharmacy.ca; Nafez, Solmaz (she-elle); chantal.wiebe@mail.utoronto.ca; Wiebe, Chantal  
**Cc:** Jordans Principle Appeals Secretariat; Gutierrez, Liliana (she-elle)  
**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf

Dear Jordan's Principle EERC members,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [jordansprincipleappealssecretariat@sac-isc.gc.ca](mailto:jordansprincipleappealssecretariat@sac-isc.gc.ca)

We will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

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\*\*\*\*\*

Chers membres du Comité des opérations de principe de Jordan,

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter aux [jordansprincipleappealssecretariat@sac-isc.gc.ca](mailto:jordansprincipleappealssecretariat@sac-isc.gc.ca)

Ella se fera un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Liliana Gutierrez  
She/elle  
A/Director General, Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)



# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

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# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

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1. How the requested product, service or support meets the distinct needs of the First Nation child, and
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## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
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  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.

## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.



# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

**Pages 1428 to / à 1430  
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**23**

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**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

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**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



SPECIAL JORDAN'S PRINCIPLE OPERATIONS COMMITTEE  
PROPOSED AGENDA  
DATE: February 25, 2025    TIME: 1:00-3:00pm EDT

Microsoft Teams Meeting

Co-Chairs: Lauren Doxtater (AFN) & Liliana Gutierrez (ISC)

Opening Prayer	TBC
Welcome & Introductions	<div></div> <div>Liliana Gutierrez, A/Director General, Jordan Principle and Inuit Child First Initiative, ISC Julien Castonguay, Interim Assistant Deputy Minister, Jordan's Principle and Inuit Child First Initiative, ISC</div>
Committee Business	
1) Approval – Record of Decision (Sept 24, 2024)	Liliana Gutierrez
Agenda Items	
1) Jordan's Principle Operational Bulletin – walk through	Julien Castonguay, Interim Assistant Deputy Minister, Jordan's Principle and Inuit Child First Initiative, ISC
2) Questions and Answers	First Nations and ISC representatives
Closing Prayer	TBC



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**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Monday, February 10, 2025 8:40 PM  
**To:** Robinson, Grant; Hitchcock, Lindsay; Rukiewicz, Katrina; Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Subject:** PRIVILEGED FW: Jordan's Principle

Hi,

[REDACTED]

Wesley, can you please organize a meeting with SDO directors about this?

Thanks,  
Liliana

---

**From:** Abdi, Adan  
**Sent:** Monday, February 10, 2025 8:09 PM  
**To:** Gutierrez, Liliana (she-elle)  
**Subject:** FW: Jordan's Principle

Hi Liliana!

[REDACTED] So that we can provide the most accurate info, would previously approved multi-year agreements be honored or do these agreements need to be re-reviewed?

Thanks!

---

**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 2:44 PM  
**To:** Westaway, Lisa <lisa.westaway@sac-isc.gc.ca>  
**Subject:** RE: Jordan's Principle

Afternoon Lisa,

Thank you for this notice. Can you confirm if Jordan's Principle will be honouring the current multi-year group agreements? Miigwetch.

[REDACTED] is a scent sensitive workplace, so when visiting, please refrain from using scented products.

Please consider the environment before printing this email.



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**From:** MacEwen, Natasha <[Natasha.MacEwen@sac-isc.gc.ca](mailto:Natasha.MacEwen@sac-isc.gc.ca)> **On Behalf Of** Westaway, Lisa  
**Sent:** February 10, 2025 1:57 PM  
**Subject:** Jordan's Principle

The e-mail below is from an **EXTERNAL** source. Please do not open attachments or click links.

Dear Partners,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to Adan Abdi at [adan.abdi@sac-isc.gc.ca](mailto:adan.abdi@sac-isc.gc.ca) who will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Nia:wen / Thank you / Merci

**Lisa Westaway**

Regional Executive, First Nations and Inuit Health Branch, Ontario Region  
Directrice Executive Régionale, Direction Générale de la santé des Premières nations et des Inuits, Région de l'Ontario  
Indigenous Services Canada / Government of Canada  
Services Autochtones Canada / Gouvernement du Canada  
[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)

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**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Quilty, Jamie Lee**

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**From:** Rukiewicz, Katrina on behalf of Gutierrez, Liliana (she-elle)  
**Sent:** Friday, February 21, 2025 12:47 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]; Gutierrez, Liliana (she-elle)  
**Subject:** Proposed Agenda - Feb 25, 2025 JPOC  
**Attachments:** JPOC\_PROPOSED Agenda - Feb 25 2025.docx

Hello Lauren and Jessica,

We're sharing this proposed agenda for your review and approval for the upcoming JPOC meeting on Feb 25, 2025. We welcome any feedback you might have.

In addition, is the AFN in agreement of sharing the September 2024 Record of Decision in draft form for review/feedback from members?

Thank you and look forward to hearing from you,

Liliana Gutierrez  
She/elle  
A/Director General, Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Tuesday, December 3, 2024 3:57 PM  
**To:** Kovacevic, Michelle; Carleton, Daniel (he-il)  
**Cc:** St-Aubin, Candice (she-elle-kwe); Stefanis, Tasha (she-elle); Cookson-Hills, Molly (she-elle); Bagshaw, Jules (she-elle)  
**Subject:** RE: [REDACTED]  
**Attachments:** [REDACTED]

See our proposed version attached

**From:** Kovacevic, Michelle  
**Sent:** Monday, December 2, 2024 11:12 PM  
**To:** Carleton, Daniel (he-il) ; Castonguay, Julien  
**Cc:** St-Aubin, Candice (she-elle-kwe)  
**Subject:** RE: [REDACTED]

Julien – [REDACTED] this is for TOMORROW!  
[REDACTED]

**Associate Deputy Minister**  
Indigenous Services Canada / Government of Canada  
[michelle.kovacevic@sac-isc.gc.ca](mailto:michelle.kovacevic@sac-isc.gc.ca) / Tel: 613-295-3696

**Sous-ministre déléguée**  
Services aux Autochtones Canada / Gouvernement du Canada **s.19(1)**  
[michelle.kovacevic@sac-isc.gc.ca](mailto:michelle.kovacevic@sac-isc.gc.ca) / Tél. : 613-295-3696 **s.21(1)(b)**

**From:** Kovacevic, Michelle  
**Sent:** Monday, December 2, 2024 11:09 PM  
**To:** Carleton, Daniel (he-il) ; Castonguay, Julien  
**Cc:** St-Aubin, Candice (she-elle-kwe)  
**Subject:** [REDACTED]

For tomorrow –  
[REDACTED]

Can you look at this table – add/edit as you see fit. This does not need to be perfect or exhaustive – it is fodder for discussion. You can see the level of information I am at – very high; very, very brief.  
This should not consume someone’s entire day. Do not create any unnecessary work - [REDACTED] I know.  
Keep ‘er light.

**Associate Deputy Minister**  
Indigenous Services Canada / Government of Canada  
[michelle.kovacevic@sac-isc.gc.ca](mailto:michelle.kovacevic@sac-isc.gc.ca) / Tel: 613-295-3696

**Sous-ministre déléguée**  
Services aux Autochtones Canada / Gouvernement du Canada  
[michelle.kovacevic@sac-isc.gc.ca](mailto:michelle.kovacevic@sac-isc.gc.ca) / Tél. : 613-295-3696

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**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Wednesday, January 22, 2025 1:33 PM  
**To:** Cookson-Hills, Molly (she-elle)  
**Cc:** ADMO Jordans Principle / Principe de Jordan; Rukiewicz, Katrina; Gutierrez, Liliana (she-elle)  
**Subject:** RE: Disaster check: updated external operational bulletin

No concern with the change

Can we change all references of We to ISC ?

Lets have this translated urgently too

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Wednesday, January 22, 2025 1:29 PM  
**To:** Castonguay, Julien  
**Cc:** ADMO Jordans Principle / Principe de Jordan ; Rukiewicz, Katrina ; Gutierrez, Liliana (she-elle)  
**Subject:** FW: Disaster check: updated external operational bulletin  
**Importance:** High

Hi,  
Can you review the attached while in SMC? Once we get your okay, Katrina will update ICFI piece accordingly.

Molly  
343-549-2963

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 22, 2025 1:24 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Subject:** FW: Disaster check: updated external operational bulletin  
**Importance:** High

Hi Molly,

Suggesting a small edit (confirmed with Jen) in the attached (tracked changes and reasoning in comments).

If good to go – I will update the ICFI one with the same edits made by comms.

**Katrina Rukiewicz**  
Senior Advisor  
National Office, Jordan’s Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) Mobile: 343-572-5257

**From:** Crowder, Cassandra <[cassandra.crowder@sac-isc.gc.ca](mailto:cassandra.crowder@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 22, 2025 1:06 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Gagnon, Michelle (elle-she) <[michelle.gagnon2@sac-isc.gc.ca](mailto:michelle.gagnon2@sac-isc.gc.ca)>; McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Subject:** RE: Disaster check: updated external operational bulletin

Hi Molly

The attached is approved by ADM Charles Slowey. Attached are tracked and clean version.

Cassandra Crowder  
613-617-8068

**From:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>  
**Sent:** Wednesday, January 22, 2025 12:44 PM  
**To:** Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Gagnon, Michelle (elle-she) <michelle.gagnon2@sac-isc.gc.ca>; McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <ADMOjordansprinciple-principejordan@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <SDOJordansPrinciple-principejordan@sac-isc.gc.ca>  
**Subject:** RE: Disaster check: updated external operational bulletin

Hi there,  
Just following up on if your team has had a chance to review yet. Thanks so much,  
Molly

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Wednesday, January 22, 2025 8:42 AM  
**To:** Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Gagnon, Michelle (elle-she) <michelle.gagnon2@sac-isc.gc.ca>; McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <ADMOjordansprinciple-principejordan@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <SDOJordansPrinciple-principejordan@sac-isc.gc.ca>  
**Subject:** Disaster check: updated external operational bulletin  
**Importance:** High

Good Morning,

Following the MINO call on Monday, the team urgently developed a new external document to address the latest request, combining previous work done on internal operational guidance, media lines and external draft messaging.

**We are now seeking your urgent disaster check on the attached document, which ideally would go up to MINO today. The ICFI version is coming as well shortly.**

Thanks so much in advance for your help and collaboration,  
Molly

**Molly Cookson-Hills**  
Senior Advisor, Assistant Deputy Minister’s Office  
Jordan’s Principle and Inuit Child First Initiative  
Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963



Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Sunday, February 9, 2025 11:36 PM  
**To:** Cookson-Hills, Molly (she-elle)  
**Subject:** RE: Draft emails (FN Partners; Inuit Partners; Internal to staff)

I made edits to the messages directly below. Can we now prepare the attachments tomorrow morning?

Thank you for everything

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Friday, February 7, 2025 12:51 PM  
**To:** Castonguay, Julien  
**Subject:** Draft emails (FN Partners; Inuit Partners; Internal to staff)  
**Importance:** High

EXTERNAL TO FNs

**Subject: Important Operational Changes to Jordan’s Principle - Please Review Attached Package**

Dear [Partner's Name/Team],

We would like to inform you of some important operational changes to Jordan’s Principle. Please find the details of these changes in the attached package.

Should you have any questions or require further clarification, please do not hesitate to reach out to [XX] at [XX's contact details].

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

XXXXX

Objet : Modifications opérationnelles importantes du principe de Jordan - Veuillez examiner le dossier ci-joint

Chère [Nom du partenaire/de l'équipe],

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint.

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter [XX] aux [coordonnées de XX].

Ils se feront un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

.....

INTERNAL TO STAFF

**Subject: Important Changes to Jordan’s Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted inform you of some important operational changes to Jordan’s Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister. As part of this process, we have attached a copy of the new guidelines for your review.

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

XXXXXXX

Objet : Changements importants apportés à l'initiative Jordan's Principle and Inuit Child First – Lignes directrices

Chère équipe,

J'espère que vous allez bien.

Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre. Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices.

De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Meilleures salutations,

.....

**EXTERNAL TO INUIT PARTNERS**

Subject: Important Operational Changes to Inuit Child First Initiative - Please Review Attached Package

Dear [Partner's Name],

We are writing to inform you of important operational changes. Please find the attached External Operational Bulletin, which outlines the changes and provides essential details for your reference.

We want to ensure that this information is accessible to all partners, and will be sharing a version in Inuktitut (and French) by the end of the week to better support our Inuit partners.

If you have any questions or require further clarification, please don't hesitate to reach out to [XX] at [XX's contact details]. [XX] will be available to assist with any inquiries you may have.

Thank you for your attention to these updates.

Best regards,

XXXXXX

Objet : Changements opérationnels importants apportés à l'initiative « Les enfants inuits d'abord » - Veuillez examiner la documentation ci-jointe

Cher [Nom du partenaire],

Nous vous écrivons pour vous informer d'importants changements opérationnels. Vous trouverez ci-joint le Bulletin opérationnel externe, qui décrit les changements et fournit des détails essentiels.

Nous voulons nous assurer que ces informations sont accessibles à tous les partenaires, et nous partagerons une version en Inuktitut (et en français) d'ici la fin de la semaine afin de mieux soutenir nos partenaires inuits.

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter [XX] aux [coordonnées de XX]. [XX] sera à votre disposition pour répondre à toutes vos questions.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

Meilleures salutations,

**Quilty, Jamie Lee**

---

**From:** Castonguay, Julien  
**Sent:** Wednesday, February 12, 2025 9:06 AM  
**To:** Gutierrez, Liliana (she-elle)  
**Subject:** RE: DRAFT RESPONSE FW: Upcoming JPOC Meetings

Resending to reassess the dates.

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, February 11, 2025 4:55 PM  
**To:** Castonguay, Julien  
**Subject:** DRAFT RESPONSE FW: Upcoming JPOC Meetings

Hi Julien,  
As promised, please see below draft response to [REDACTED] regarding JPOC.  
Please let me know if you agree, so I can send it asap.  
[REDACTED] sent an email today regarding JPOC meetings and a discussion about on the Jordan's Principle Operational bulletin and its rationale behind the operational changes.  
Thanks,

Liliana  
-----

Hello [REDACTED]

We can confirm that draft dates were not previously communicated to JPOC members. Below is a new set of proposed dates to resume JPOC meetings. Please let us know if any dates do not work for the [REDACTED] and once confirmed we will send out to JPOC members.

Tuesday, March 18, 2025  
Tuesday, April 29, 2025  
Tuesday, June 10, 2025  
Tuesday, July 22, 2025  
Tuesday, Sept 9, 2025  
Tuesday, Oct 21, 2025  
Tuesday, Dec 2, 2025

Attached you will find the draft ROD for your review/edits.

Happy to connect for next steps, including draft agenda.

Thank you and I look forward to hearing from you,

Liliana

---

**From:** [REDACTED]  
**Sent:** Tuesday, January 28, 2025 11:49 AM

**To:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>

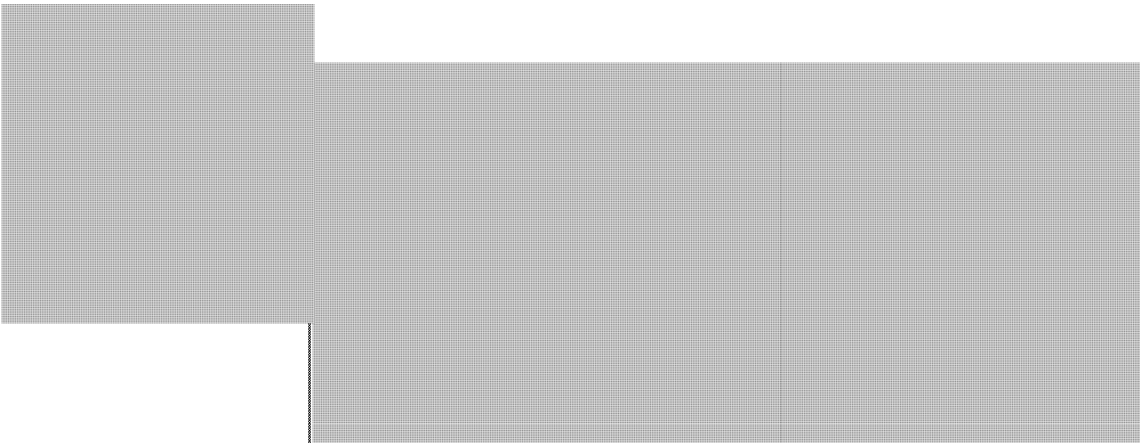
**Cc:** [REDACTED] Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>

**Subject:** FW: Upcoming JPOC Meetings

Good morning Liliana,

Following up on Brittany's email below, can ISC please confirm if the attached schedule of proposed JPOC meetings was sent out to members? We noted that the late 2024 dates were postponed by ISC, but anticipated that we would have received a new proposed date for that meeting and to date have not received this. I noted too that the schedulers for the proposed dates in the attached conversation have not been sent to members. Further, are there records of decision available from the last meeting in September? We have received a request from a member for these.

Thank you,



---

**From:** Brittany Mathews <[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)>

**Sent:** Monday, 27 January, 2025 5:28 PM

**To:** Gutierrez, Liliana <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Jessica Quinn <[JQuinn@afn.ca](mailto:JQuinn@afn.ca)>

**Cc:** Jessica Raby <[jraby@fncaringsociety.com](mailto:jraby@fncaringsociety.com)>; Zachariah General [REDACTED] 'Emily King'

[REDACTED] Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>; Cindy Blackstock <[cblackst@fncaringsociety.com](mailto:cblackst@fncaringsociety.com)>

**Subject:** Upcoming JPOC Meetings

Good day Liliana and Jessica,

I am emailing to confirm the scheduling of upcoming JPOC meetings, given that the last JPOC was on September 24, 2024. The Caring Society has been increasingly hearing about changes in ISC's escalations protocols and other operational matters from First Nations. It would be helpful for JPOC members to have insight into these operational matters and provide guidance/input per the JPOC Terms of Reference.

The Caring Society also requests that Jess Raby, copied here, be added to the JPOC communication list.

Thank you,

**Brittany Mathews** (she/her)

Director of Reconciliation and Policy

First Nations Child & Family Caring Society

[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)

613-230-5885

[fncaringsociety.com](http://fncaringsociety.com) Facebook: [@caringsociety](https://www.facebook.com/caringsociety)

Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

**Quilty, Jamie Lee**

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 6:03 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED] Berland, Frankie  
**Subject:** RE: Eligibility Questions re: Important Operational Changes for Jordan's Principle

Good Afternoon [REDACTED]

Thank you for your email and your request for clarification.

I have advanced your inquiry to our National Headquarters for their clarification. Once I receive a response, I will immediately inform you accordingly.

Thank you,

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



**Government  
of Canada**

**Gouvernement  
du Canada**

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

s.19(1)

s.20(1)(b)

**From:**

**Sent:** Monday, February 10, 2025 2:06 PM

**To:** Berland, Frankie

**Cc:**

**Subject:** Eligibility Questions re: Important Operational Changes for Jordan's Principle

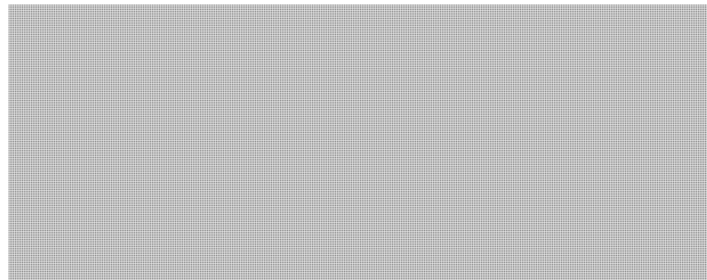
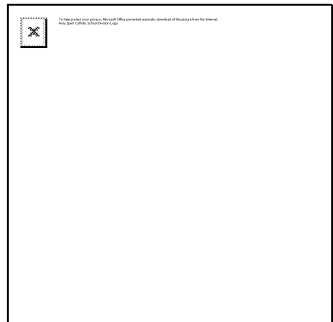
Good afternoon Frankie,



Thank you in advance,



--



Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Wednesday, January 22, 2025 9:49 PM  
**To:** Cookson-Hills, Molly (she-elle)  
**Subject:** RE: email to DLO

Thanks Molly – looks good, few thoughts:

- [Redacted]
- [Redacted]
- [Redacted]

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Wednesday, January 22, 2025 4:42 PM  
**To:** Castonguay, Julien  
**Subject:** email to DLO

.....

Hi Sanda,

As you know, we received many action items at Monday’s call. To ensure we are all on the same page, I have summarized the action items here and will send these to you as they are ready and as a reply to this email to keep them easy to find (most will be in the next couple days). I am copying Dan here but noting that Julien feels that most of these can go straight to MINO as DMO has seen previously or is in the loop.

1. [Redacted]
2. [Redacted]
3. [Redacted]
4. [Redacted]
5. [Redacted]
6. [Redacted]
7. [Redacted]

Molly  
343-549-2963

## Quilty, Jamie Lee

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**From:** Morse, Jennifer  
**Sent:** Wednesday, January 29, 2025 9:57 AM  
**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Cc:** Pitman, Robin; Rukiewicz, Katrina  
**Subject:** RE: External operational bulletin - Updates to the implementation of the Inuit Child First Initiative\_Jan22\_25 Tracked-JT (002).docx  
**Attachments:** External operational bulletin - Updates to the implementation of the Inuit Child First Initiative\_Jan22\_25 Tracked-JT V2 (002).docx

Katrina,

Further to my previous email, this is the version we should be using.

I was responding to an older version earlier.

Jen

---

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Sent:** Monday, January 27, 2025 6:06 PM  
**To:** Morse, Jennifer  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Subject:** FW: External operational bulletin - Updates to the implementation of the Inuit Child First Initiative\_Jan22\_25 Tracked-JT (002).docx

Hi Jen,

Can you let me know if the attached makes sense for those two revisions? I added the pieces about the sports and also changed the supporting documentation to direct them to section 2 of the document.

Let me know your thoughts and I will move to Liliana.

Thanks!

### Katrina Rukiewicz

Senior Advisor  
National Office, Jordan's Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) Mobile: 343-572-5257

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Monday, January 27, 2025 4:57 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Service Delivery & Operations - Jordans Principle /

Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>

**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>

**Subject:** RE: External operational bulletin - Updates to the implementation of the Inuit Child First Initiative\_Jan22\_25 Tracked-JT (002).docx

Hi Molly, just so I am clear, are you asking me or SDO?

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Sent:** Monday, January 27, 2025 4:35 PM

**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>

**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>

**Subject:** RE: External operational bulletin - Updates to the implementation of the Inuit Child First Initiative\_Jan22\_25 Tracked-JT (002).docx

Thanks, can team please prioritize finalizing this one? MINO is currently reviewing the Jordan's one so I don't want to miss our window.

Molly  
343-549-2963

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>

**Sent:** Monday, January 27, 2025 4:25 PM

**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>

**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Subject:** External operational bulletin - Updates to the implementation of the Inuit Child First Initiative\_Jan22\_25 Tracked-JT (002).docx

Sorry for the delay, I did note that we should clarify the professional definition, and that sports should be more clear. Probably in both bulletins.

Jen

**Pages 1513 to / à 1523  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

Quilty, Jamie Lee

**From:** Morse, Jennifer  
**Sent:** Thursday, March 6, 2025 10:47 AM  
**To:** OPS Jordans Principle / Principe de Jordan  
**Subject:** RE: Feb 10 - Operational Bulletin

Good morning,

Yes, it does apply to new year funding that were previously approved.

Jen

**From:** OPS Jordans Principle / Principe de Jordan  
**Sent:** Thursday, March 6, 2025 10:12 AM  
**To:** Morse, Jennifer  
**Subject:** FW: Feb 10 - Operational Bulletin

Hi Jen,

Please provide input on the email below.

Thank you,  
Julia V

**From:** Adasi, Adwoa (she-elle) <[adwoa.adasi@sac-isc.gc.ca](mailto:adwoa.adasi@sac-isc.gc.ca)>  
**Sent:** Wednesday, March 5, 2025 1:19 PM  
**To:** OPS Jordans Principle / Principe de Jordan <[OPSJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:OPSJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Subject:** Feb 10 - Operational Bulletin

Good morning,

Regarding the following guidance outlined in the February 10, 2025, operational bulletin: “Additional funding beyond (e.g., top-ups, amendments, or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests”. Does this apply to new year funding for multi-year requests (non-school board requests) that were approved prior to the new directive?

Adwoa Adasi

A/Manager, Funding Arrangements, Jordan’s Principle- Child First Initiative  
Alberta Region, First Nations and Inuit Health Branch  
Department of Indigenous Services Canada/ Government of Canada  
[adwoa.adasi@sac-isc.gc.ca](mailto:adwoa.adasi@sac-isc.gc.ca)  
Telephone | : 1-833-632-4453

Gestionnaire par intérim, Accords de financement, Principe de Jordan- Initiative de l’enfant d’abord  
Région de l'Alberta, Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada/ Gouvernement du Canada  
[adwoa.adasi@sac-isc.gc.ca](mailto:adwoa.adasi@sac-isc.gc.ca)  
Téléphone Cellulaire: 1-833-632-4453

s.23

## Quilty, Jamie Lee

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**From:** Castonguay, Julien  
**Sent:** Friday, November 22, 2024 4:43 PM  
**To:** Gedeon, Jacintha (she her elle la)  
**Cc:** Shah, Lena; Gutierrez, Liliana (she-elle); Stefanis, Tasha (she-elle); Rukiewicz, Katrina; Morse, Jennifer; Labaki, Aline; Anderson, Dayna (she her elle la); Staska, Kevin; Dueck-Read, Alicia (she her elle la); ISC Legal Jordan's Principle/SJ Principe de Jordan; Crowley, Marie; Smith, Erin (she her hers elle la lui)  
**Subject:** Re: FOR ACTION: [REDACTED]

[REDACTED]

We will be happy to discuss those points and discuss what could be reasonable and what isn't

Have a nice weekend  
Julien

On Nov 22, 2024, at 4:37 PM, Gedeon, Jacintha (she her elle la) wrote:

[REDACTED]

**Page 1526**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



## Quilty, Jamie Lee

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**From:** Castonguay, Julien  
**Sent:** Wednesday, February 19, 2025 10:36 AM  
**To:** ADMO Jordans Principle / Principe de Jordan  
**Cc:** Shattler, Lauren; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: For ADM Approval: FR & EN \_ ADM Presentation to FNQLHSSC  
**Attachments:** 20250213\_ADMO\_QC\_FNQLHSSC\_v2\_TG\_FR\_Final.pptx

Approved version attached

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**From:** ADMO Jordans Principle / Principe de Jordan  
**Sent:** Wednesday, February 19, 2025 10:29 AM  
**To:** Castonguay, Julien  
**Cc:** ADMO Jordans Principle / Principe de Jordan ; Shattler, Lauren ; Cookson-Hills, Molly (she-elle)  
**Subject:** For ADM Approval: FR & EN \_ ADM Presentation to FNQLHSSC  
**Importance:** High

Good Morning Julien,

I have attached both the EN and FR decks for today's presentation to FNQLHSSC. There is language in **highlight** on slides 7 & 8 of the FR deck that was last minute in deepL – we are hoping you can review for any edits needed. \*\*the highlight will need to be removed prior to the presentation, with your approved FR.

Thank you,  
Robin

---

**From:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Sent:** Monday, February 17, 2025 10:38 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>  
**Subject:** RE: For approval: Short Deck for ADM Presentation to FNQLHSSC

I can work with this deck but we need to develop the 2-4 slides that describes the operational changes announced and how they contribute to reduction of backlog and clarity of purpose

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Monday, February 17, 2025 12:49 PM  
**To:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>  
**Subject:** For approval: Short Deck for ADM Presentation to FNQLHSSC

Hi,

In advance of Julien's presentation to FNQLHSSC on Wednesday afternoon, the team has developed a draft deck as per our below request last week. Noting that we told them this could be high level and data heavy, I'm hoping this will be sufficient for what you need Julien. Tasha, I have subbed in the operational changes slide we worked on this morning for the other deck.

This needs to be translated and FNQLHSSC was looking for the deck late last week, so I'd ideally get it to them by tomorrow COB latest. If we can get a quick signal check if it's looking okay, we'll turn around for urgent translation and can make any additional edits you may have after.

Thanks so much,  
Molly  
343-549-2963

---

**From:** Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>  
**Sent:** Monday, February 17, 2025 12:10 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>  
**Cc:** BDR-DGSPNI-QC-FNIHB-REO <[BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca](mailto:BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>; Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>  
**Subject:** RE: New Tasking due Monday noon: Short Deck for ADM Presentation to FNQLHSSC

Salut Molly,  
I've made only one change, on the title page, as Julien will be speaking at the Health and Social Services Directors meeting, not just with the Commission.  
A +  
Sylvie

---

**De :** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Envoyé :** 17 février 2025 10:34  
**À :** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>  
**Cc :** BDR-DGSPNI-QC-FNIHB-REO <[BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca](mailto:BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>  
**Objet :** RE: New Tasking due Monday noon: Short Deck for ADM Presentation to FNQLHSSC

Thanks so much Wes! Can you please confirm what approvals were sought? Mainly want to know if Sylvie and Liliana have signed off 😊

Molly  
343-549-2963

---

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Sent:** Monday, February 17, 2025 9:40 AM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>  
**Cc:** BDR-DGSPNI-QC-FNIHB-REO <[BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca](mailto:BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Subject:** RE: New Tasking due Monday noon: Short Deck for ADM Presentation to FNQLHSSC

Hello Molly,

Please see the attached deck as requested.

Thank you,

**Wesley S. Martin**

(he, him | il, le)

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Sent:** Thursday, February 13, 2025 11:31 AM

**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>

**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; BDR-DGSPNI-QC-FNIHB-REO <[BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca](mailto:BDRDGSPNI-QC-FNIHBREO@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>

**Subject:** New Tasking due Monday noon: Short Deck for ADM Presentation to FNQLHSSC

Hi team,

Next Wednesday afternoon, Julien has been asked to attend and present at a meeting of the First Nations of Quebec and Labrador Health and Social Services Commission. In advance of the presentation, **the Commission has just asked if it would be possible for Julien to present a product while he is speaking.**

Over the next couple of days, could the data team please work with QC region to create a short deck (similar – but a more simplified version of - what ATL presented in January when he came to speak to their Health Partnership table; Michael is aware of this piece but I can forward if others need it). The deck should summarize on a high level the request numbers we're seeing in QC; some QC highlights on the backlog; include a slide summarizing the operational changes (the same as the slide you are doing on this for the DAC deck). Please limit the presentation to 4-5 slides. If you can provide something in English by noon on Monday; we will take care of the translation.

I have copied Quebec region team here to support you as needed on this request; thank you so much everyone for your help – let me know if you have any questions.

Sylvie, please also let me know if you think it would be a good idea to do a prep call before Wednesday and Lauren can set that up 😊

Best,  
Molly

**Molly Cookson-Hills**

Senior Advisor, Assistant Deputy Minister's Office

Jordan's Principle and Inuit Child First Initiative

Indigenous Services Canada

[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)

mobile: 343-549-2963

# Principe de Jordan

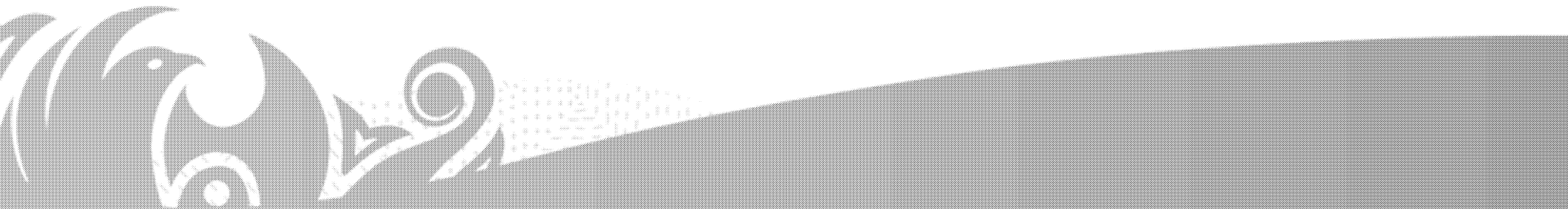
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Dernière mise à jour :

17 février 2025

## Présentation de SAC au réseau des directeurs de la santé et des services sociaux

19 février 2025



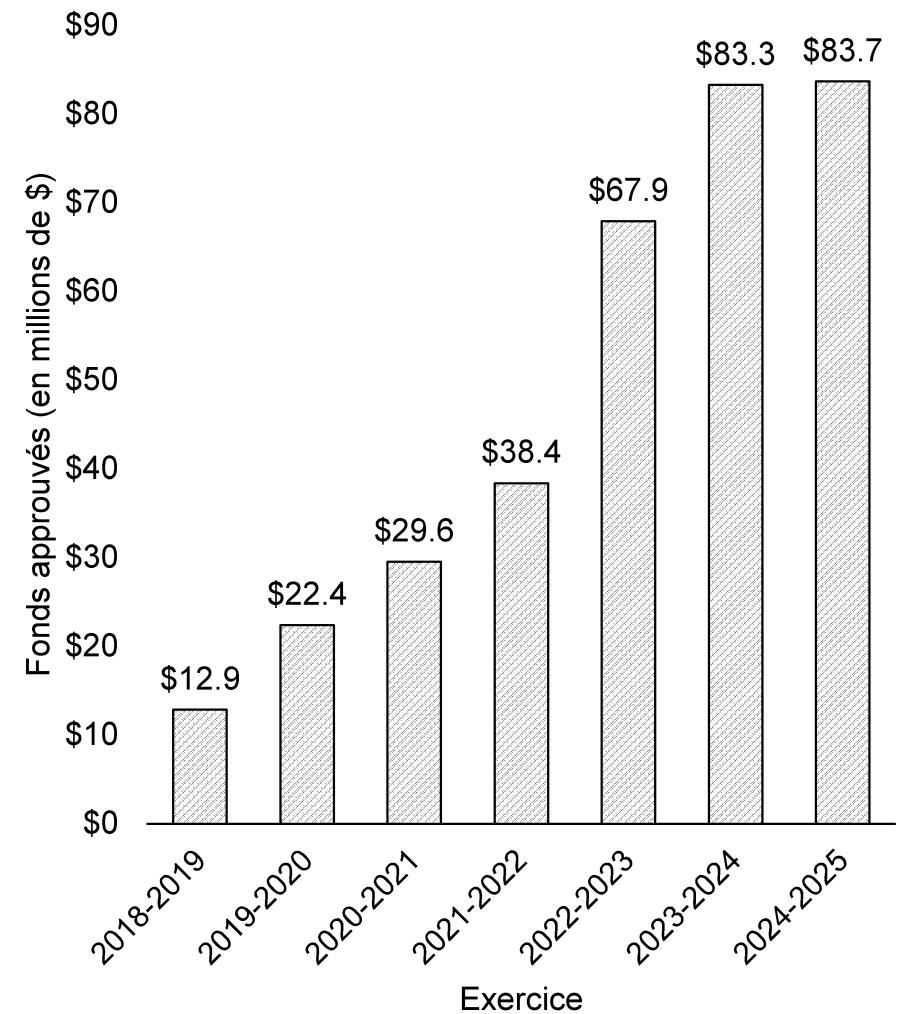
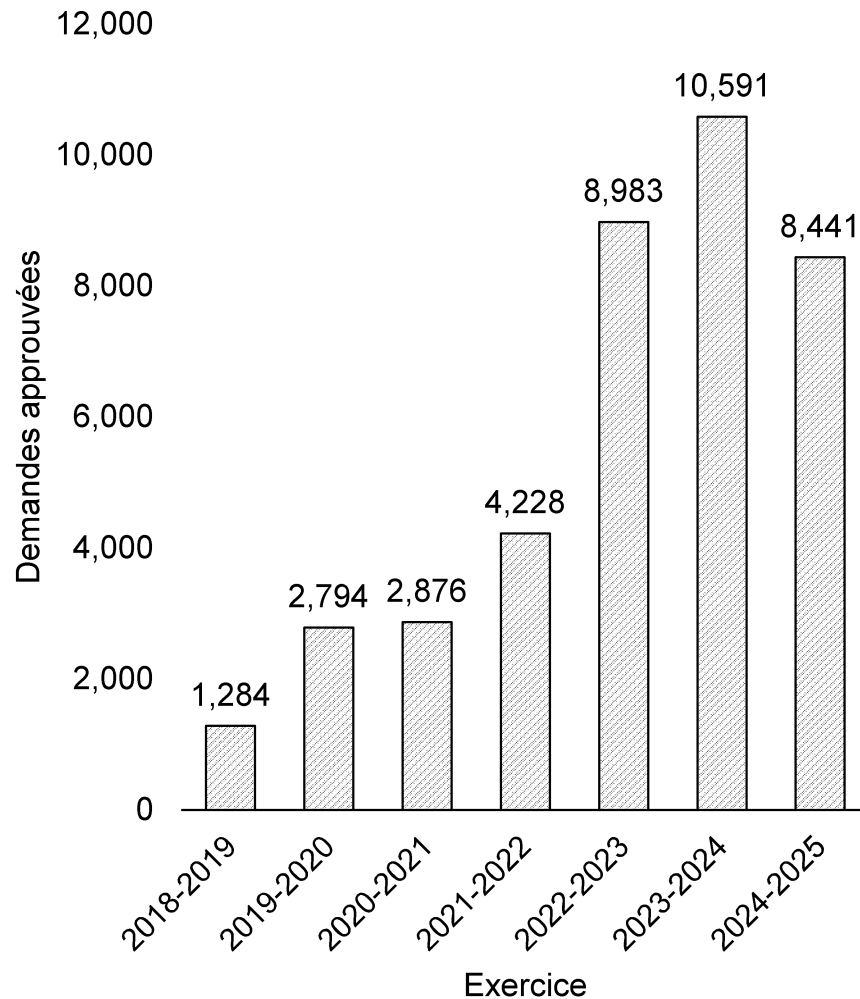
Services aux  
Autochtones Canada

Indigenous Services  
Canada

Canada

001530

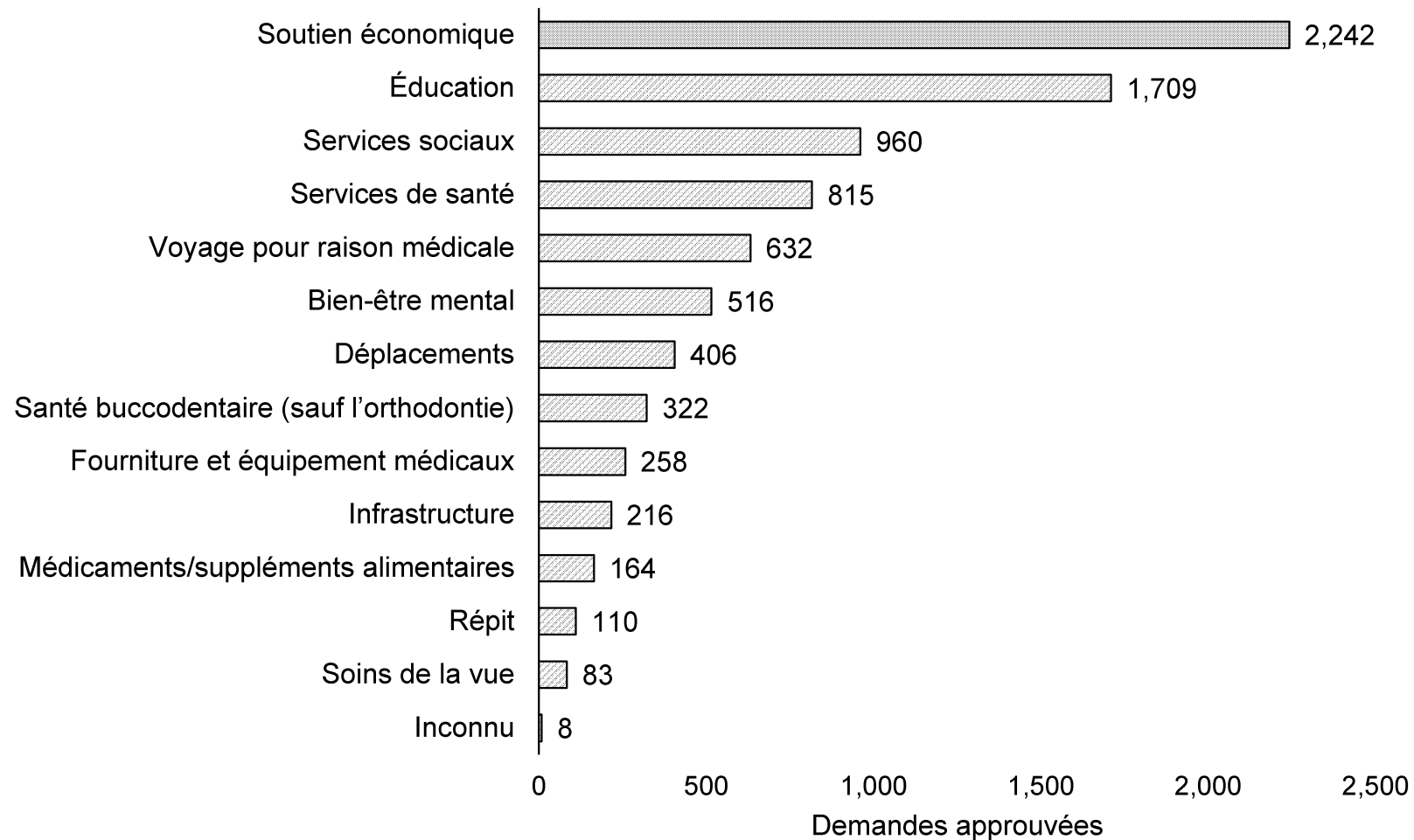
# Demandes approuvées par exercice financier, région du Québec, exercices 2018-2019 à 2024-2025\*



**Principe de  
Jordan**

**\*Du 1<sup>er</sup> avril 2024 au 21 janvier 2025**  
**Sous réserve des notes complémentaires et des**  
**critères d'exclusion**

# Demandes approuvées par catégorie, région du Québec, exercice 2024-2025\*

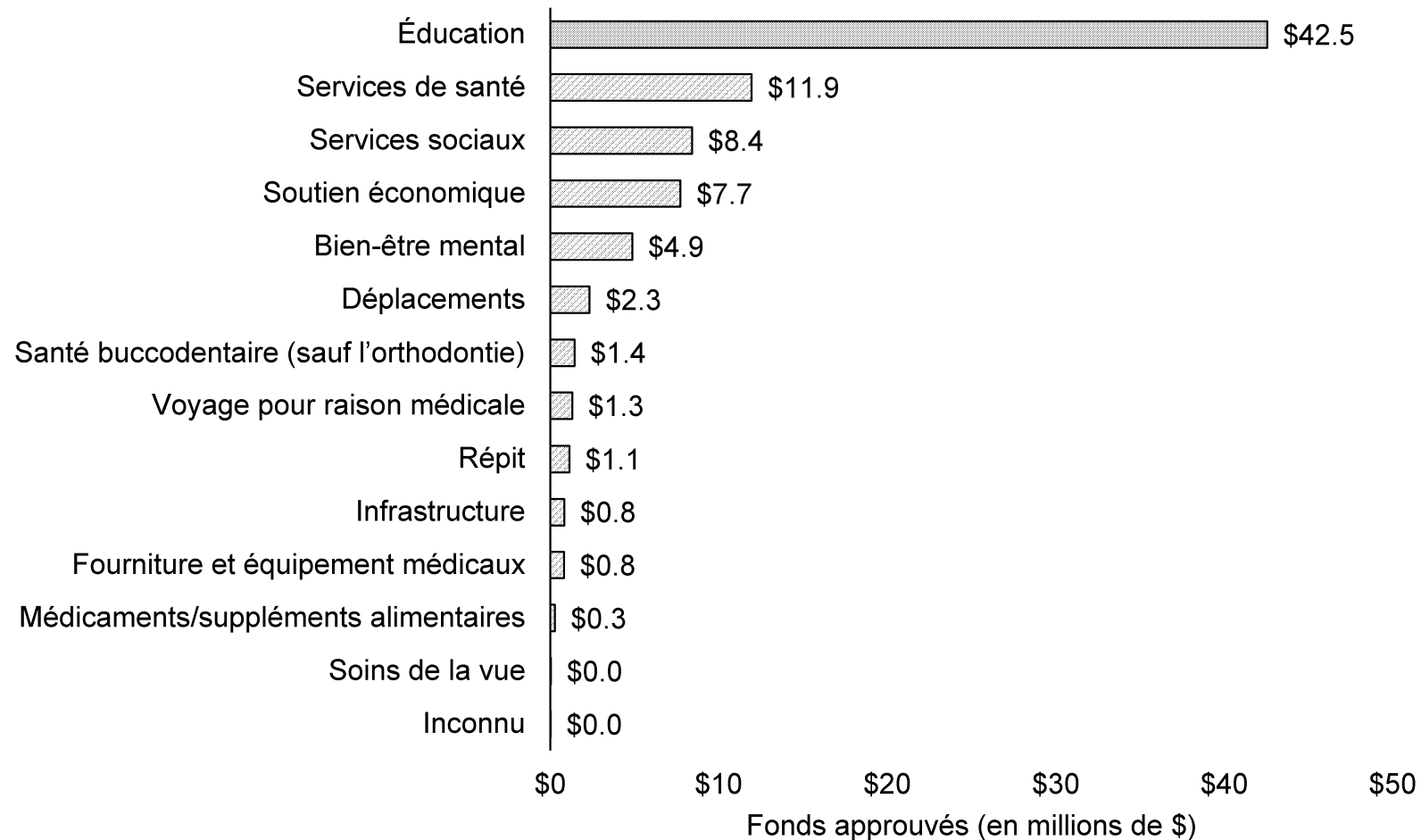


\*Du 1<sup>er</sup> avril 2024 au 21 janvier 2025

**Principe de  
Jordan**

**Sous réserve des notes complémentaires et des  
critères d'exclusion**

# Fonds approuvés par catégorie, région du Québec, exercice 2024-2025\*

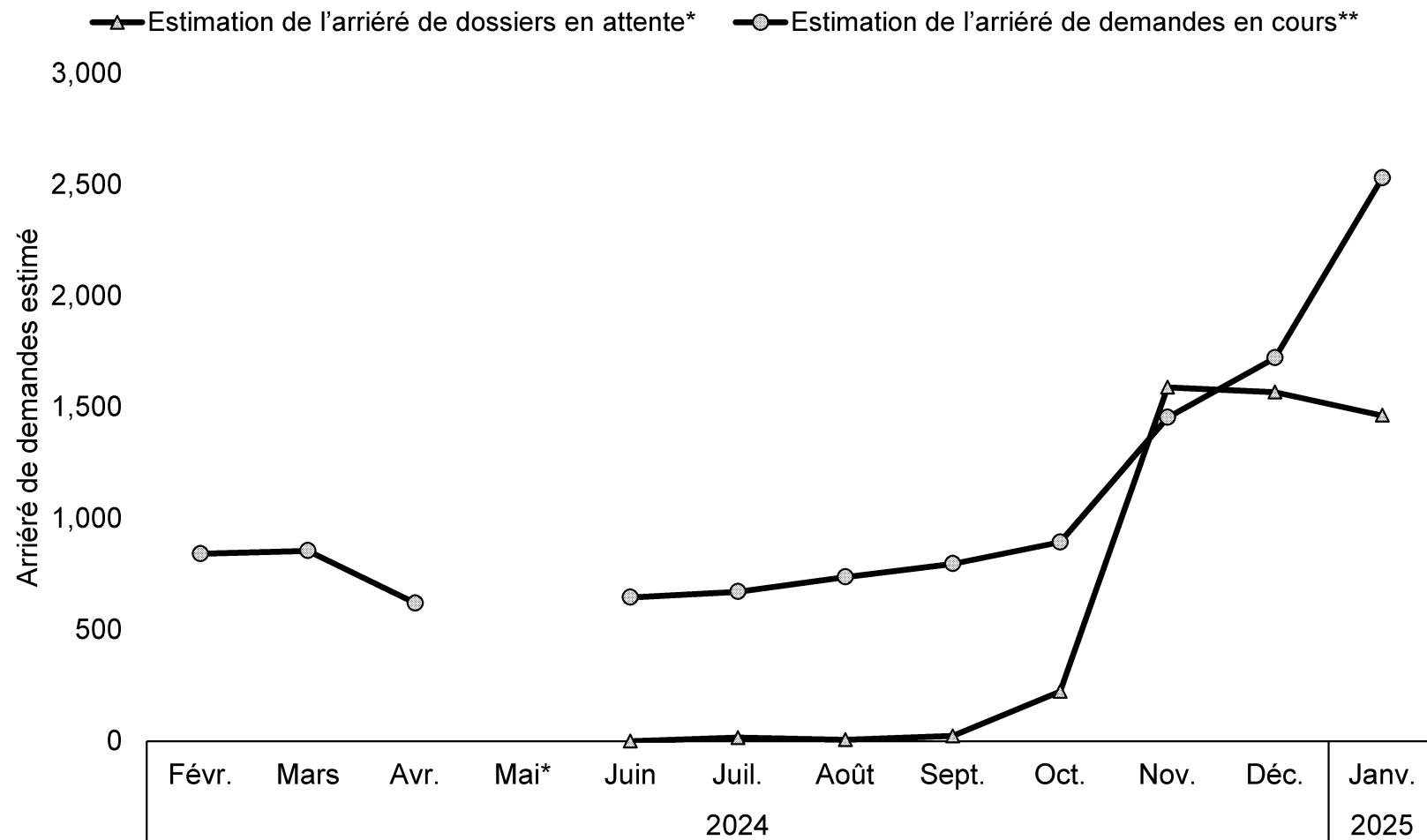


\*Du 1<sup>er</sup> avril 2024 au 21 janvier 2025

**Principe de  
Jordan**

**Sous réserve des notes complémentaires et des  
critères d'exclusion**

# Estimation de l'arriéré des demandes (en attente et en cours), région du Québec, de janvier 2024 à janvier 2025



\* Les données sur l'arriéré des demandes en attente ne sont disponibles que pour les six derniers mois.

\*\* Les données sur l'arriéré des demandes en cours ne sont pas disponibles pour mai 2024.

Principe de  
Jordan

Sous réserve des notes complémentaires et des  
critères d'exclusion

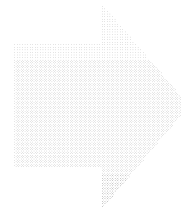


# Changements opérationnels en cours relativement au principe de Jordan

## 2024 novembre : Décision du TCDP

Le 21 novembre 2024, le Tribunal canadien des droits de la personne (TCDP) a rendu une décision sommaire qui sera suivie des motifs concernant la motion de non-conformité déposée par la Société de soutien en décembre 2023 et la motion incidente du Canada déposée par le Canada en mars 2024.

La décision du TCDP précise que le Canada peut procéder à des changements opérationnels concernant l'auto-identification des demandes urgentes et fournit des précisions sur ce qui constitue une demande urgente.



## Février 2025 : Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles

Le 10 février 2025, la ministre des Services aux Autochtones, Patty Hajdu, a publié une déclaration concernant l'augmentation du volume de demandes et la façon dont le gouvernement du Canada a modifié ses procédures opérationnelles afin de s'assurer que les demandes sont en harmonie avec la viabilité à long terme du principe de Jordan. un bulletin opérationnel externe décrivant les changements a été distribué à tous les partenaires extérieurs.

**Mises à jour du site Web et bulletin d'information externe**

**Principe de  
Jordan**

# Changements opérationnels en cours

- SAC est en train de revoir ses processus et sa politique concernant le principe de Jordan aux niveaux régional et national avec à l'esprit une durabilité à long terme
- Comme indiqué dans les diapositives précédentes, nous avons constaté une augmentation significative du volume des demandes et les changements opérationnels annoncés la semaine dernière, SAC est en cours de mettre en oeuvre de nouvelles méthodes de traitement des demandes afin de répondre à la demande accrue et d'accélérer la prise de décisions.
- Cela garantira une plus grande cohérence et clarté en ce qui concerne les documents requis et les services auxquels les enfants des Premières Nations peuvent avoir accès par l'entremise du principe de Jordan.
- Ces changements sont essentiels pour continuer à mettre l'accent sur la réforme à long terme et la viabilité du principe de Jordan, afin de combler les lacunes et de remédier aux délais et aux refus d'accès aux produits, aux services et aux aides ; nous nous efforçons de mettre en place des services coordonnés et intégrés auxquels les Premières nations peuvent accéder afin de mieux répondre aux besoins distincts des enfants des Premières nations et d'offrir un accès sensiblement égal aux services gouvernementaux.

## Principe de Jordan

# Changements opérationnels en cours

- **le financement des éléments suivants ne sera pas approuvé à moins que ce financement ne soit requis pour assurer une égalité réelle**
  - L'achat, la construction ou la rénovation structurelle de logements.
  - Les demandes liées aux événements sportifs ou des activités sportives de compétition ou d'élite, à moins qu'elles ne soient liées aux besoins particuliers de l'enfant des Premières Nations en matière de santé, de social ou d'éducation.
  - Les voyages internationaux, sauf s'ils sont liés à un besoin médical exceptionnel de l'enfant des Premières Nations.
  - Les aides non médicales telles que les frais de déplacement, les soins de relève non médicaux, la garde d'enfants, les vêtements, le mobilier et les véhicules, à moins qu'elles ne soient accompagnées d'une lettre de soutien d'un professionnel de la santé. Le professionnel doit être en mesure de fournir une recommandation propre à l'enfant sur la base de son titre professionnel et de sa connaissance des besoins particuliers de l'enfant de la Première Nation.
  - Les demandes liées à l'école, à moins qu'elles ne soient liées à un besoin sanitaire, social ou éducatif particulier de l'enfant des Premières Nations. Les demandes liées à des mesures de soutien pour les conseils scolaires hors réserve et les écoles privées seront réorientées vers des programmes provinciaux ou financés par le gouvernement fédéral.
  - Les frais administratifs automatiques dans les demandes collectives, y compris les salaires, les frais de service et les frais généraux.

## Répétitions de demandes antérieures

- Chaque demande sera évaluée au cas par cas. Une demande actuelle ou précédemment approuvée ne garantit pas qu'une demande de nouveaux fonds sera renouvelée ou approuvée.

***Les changements n'ont pas d'incidence sur l'admissibilité des enfants des Premières Nations au titre du principe de Jordan, selon la définition du Tribunal canadien des droits de la personne.***

# Notes de bas de page/critères d'exclusion/mises en garde

- L'analyse des données présentée dans cet exposé est uniquement descriptive; aucun test de signification statistique, de corrélation ou de causalité n'a été effectué. Il faut faire preuve de prudence dans l'interprétation des différences d'utilisation entre les sous-groupes.
- Ne comprend pas les demandes concernant les enfants inuits et la coordination des services.
- Le financement approuvé a été limité aux montants inférieurs à 1 \$ saisis dans le système de gestion des cas (SGC) relatifs au principe de Jordan.
- Limité aux déterminations initiales. Les appels et les nouvelles révisions de décisions antérieures sont exclus.
- Les demandes approuvées ont été affectées à un exercice sur la base de la date de décision au niveau régional/de l'AC.
- Les données pour les analyses non rétrospectives ont été extraites du SGC relatifs au principe de Jordan le 22 janvier 2025 et peuvent ne pas correspondre aux autres analyses.
- L'arriéré de demandes en attente (A) comprend les demandes au titre du principe de Jordan et de l'Initiative : Les enfants inuits d'abord.
- Les volumes de courriels ont été collectés pendant des périodes précises chaque mois (juin 2024, collecte la semaine du 2024-06-23; juillet 2024, collecte la semaine du 2024-07-28; août 2024, collecte la semaine du 2024-08-025; septembre 2024, collecte la semaine du 2024-09-22; octobre 2024, collecte la semaine du 2024-10-20; novembre 2024, collecte la semaine du 2024-11-17; décembre 2024, collecte la semaine du 2024-12-05).
- L'arriéré des demandes en cours est limité aux demandes relevant du principe de Jordan et comprend les demandes de coordination des services.
- Les demandes en cours ont été collectées par le biais du système de gestion des cas relatifs au principe de Jordan (janvier 2024, extrait le 2024-01-17; février 2024, extrait le 2024-02-09; mars 2024, extrait le 2024-03-11; avril 2024, extrait le 2024-04-10; juin 2024, extrait le 2024-06-10; juillet 2024, extrait le 2024-07-11; août 2024, extrait le 2024-08-09; septembre 2024, extrait le 2024-09-10; octobre 2024, extrait le 2024-10-08; novembre 2024, extrait le 2024-11-19; décembre 2024, extrait le 2024-12-05) et peuvent ne pas correspondre aux autres analyses.

## Principe de Jordan

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Monday, February 3, 2025 1:01 PM  
**To:** ADMO Jordans Principle / Principe de Jordan  
**Cc:** Cookson-Hills, Molly (she-elle)  
**Subject:** RE: For ADM Approval: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Approved – please send clean version for approval

Thank you

---

**From:** ADMO Jordans Principle / Principe de Jordan  
**Sent:** Monday, February 3, 2025 11:34 AM  
**To:** Castonguay, Julien  
**Cc:** Cookson-Hills, Molly (she-elle) ; ADMO Jordans Principle / Principe de Jordan  
**Subject:** For ADM Approval: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Good Morning Julien,

Attached are the three Annex's with the requested changes from MinO. In Annex E, I included comments to highlight the additional change that was recommended after this was rolled up.

Thank you,  
Robin

---

**From:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Sent:** Friday, January 31, 2025 12:28 PM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>  
**Subject:** RE: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi Julien,  
Yes, checking on status and will send it back.  
Thanks,

Lilliana

---

**From:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Sent:** Friday, January 31, 2025 11:41 AM  
**To:** Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>  
**Subject:** RE: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Thank Jules,

Liliana – have we edited our version on the basis of Lydia's first set of comments so we can send it back ?

---

**From:** Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>

**Sent:** Friday, January 31, 2025 11:35 AM

**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>

**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>

**Subject:** Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Sharing the update from MinO below. Please let me know if you want Robin or I to share up anything further today.

Thanks!

JB

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**From:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>

**Sent:** Friday, January 31, 2025 11:31 AM

**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>

**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>

**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi Molly,

Apologies for any confusion – MinO has just gotten back to me with the following:

*I will know Monday if there are further edits. Could we please get a new version sent up with the edits incorporated, as soon as possible?*

Let me know if you have any questions or concerns.

Best,

Amanda

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Sent:** Thursday, January 30, 2025 12:58 PM

**To:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>

**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>

**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Thank you so much for these Amanda – in follow up to my previous email, I confirmed these are the right versions being commented on; just an old thread 😊

Just confirming if there are more edits coming on these? The operational bulletin would be amazing to have finalized so we can get it out the door to regions.

Molly

343-549-2963

---

**From:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>

**Sent:** Thursday, January 30, 2025 12:23 PM

**To:** McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>

**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi FNIHB,

I hear the team was looking for feedback leading up to the All-MinO. Attached are some preliminary edits to the two annexes but MinO is working to have this returned from the Minister as soon as possible.

Final to come later on. Hope this is helpful!

Amanda

---

**From:** Deschênes-Matte, Marie-Claude (elle-she) <[Marie-Claude.Deschenes-Matte@sac-isc.gc.ca](mailto:Marie-Claude.Deschenes-Matte@sac-isc.gc.ca)>

**Sent:** Monday, December 16, 2024 9:51 PM

**To:** Blois, Lydia (she-elle) <[Lydia.Blois@sac-isc.gc.ca](mailto:Lydia.Blois@sac-isc.gc.ca)>

**Cc:** Nudo, Jordano <[jordano.nudo@sac-isc.gc.ca](mailto:jordano.nudo@sac-isc.gc.ca)>; Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>

**Subject:** HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

**Importance:** High

Good evening,

\*This docket was previously MIN-BR1430. I am sharing it with you for tracking purposes. No changes were made to the note since it reached MinO under MIN-BR1430. 😊

Please find attached a Decision note for the Minister.

PW to follow.

Thank you,

*Marie-Claude*

(She, her - elle) 🇵🇪

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Thursday, February 6, 2025 11:34 AM  
**To:** ADMO Jordans Principle / Principe de Jordan  
**Cc:** Cookson-Hills, Molly (she-elle)  
**Subject:** RE: For ADMO Approval: External Operational Bulletin ICFI

approved

---

**From:** ADMO Jordans Principle / Principe de Jordan  
**Sent:** Thursday, February 6, 2025 10:14 AM  
**To:** Castonguay, Julien  
**Cc:** Cookson-Hills, Molly (she-elle)  
**Subject:** For ADMO Approval: External Operational Bulletin ICFI

Good Morning Julien,

Seeking your review and approval specifically on :

Page 1 , paragraphs 2&3

Page 6, section **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

The rest of the content is the same as the Jordan's Principle bulletin with the exception of using Inuk child and ICFI. I have attached the Jordan's Principle clean document that includes MinO's edits for your reference.

Thank you,

**Robin Pitman**

Senior Program Officer/ Administrateur principal de programme  
Jordan's Principle and Inuit Child First Initiative / Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
First Nations and Inuit Health Branch / Direction générale de la santé des Premières Nations et des Inuits  
Indigenous Services Canada / Services aux Autochtones Canada  
Government of Canada / Gouvernement du Canada

Tel: 343-550-5994

E-mail/Courriel électronique: [robin.pitman@sac-isc.gc.ca](mailto:robin.pitman@sac-isc.gc.ca)



**Quilty, Jamie Lee**

---

**From:** Castonguay, Julien  
**Sent:** Wednesday, February 19, 2025 1:00 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Media; Henderson, Libby (she-elle-iskwêiw); Gagnon, Emily; Crowder, Cassandra; Cookson-Hills, Molly (she-elle); Rukiewicz, Katrina  
**Subject:** RE: For approval (Julien) ASAP - MEDIA REQUEST: [REDACTED] Dene Nation response to the administration of Jordan's Principle

approved

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**From:** McDonald, Dana (she-elle)  
**Sent:** Wednesday, February 19, 2025 12:59 PM  
**To:** Castonguay, Julien  
**Cc:** Media ; Henderson, Libby (she-elle-iskwêiw) ; Gagnon, Emily ; Crowder, Cassandra ; Cookson-Hills, Molly (she-elle) ; Rukiewicz, Katrina  
**Subject:** For approval (Julien) ASAP - MEDIA REQUEST [REDACTED] / Dene Nation response to the administration of Jordan's Principle

Hi Julien,

**Context:**

Please see below another media call on Jordan's Principle. We are using pre-approved messaging for the **proposed response** below.

Can you please advise if you approve as soon as possible?

**Approved by:**

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 19, 2025
- Shared FYI with Legal Services – February 19, 2025
- Cassandra Crowder, manager FNIHB Communications – February 19, 2025
- Shared FYI with Tasha Stefanis, DG Strategic Policy, Jordan's Principle – February 19, 2025
- Shared FYI with Northern Region – February 19, 2025

Thank you for your help,  
Dana

**Dana McDonald** (she/her/elle)  
343-548-2459

*I humbly acknowledge that I work on the unceded territory of the Algonquin Nation.*

\*\*\*

**SUBJECT / SUJET:** Dene Nation response to the administration of Jordan's Principle

**DEPARTMENT / MINISTÈRE:** ISC

**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**CONSULTATIONS:**

**REPORTER / JOURNALISTE:** [REDACTED]

**OUTLET / MÉDIA:** [REDACTED]

**EMAIL / COURRIEL:** [REDACTED]

**PHONE / TÉLÉPHONE:** [REDACTED]

**Interview Request/ Demande d'entrevue:**

**DEADLINE / ÉCHÉANCE**

**Reporter's Deadline:** 2/19/2025 2:00 PM

**Comms Deadline:** 2/19/2025 ASAP

**CONTEXT:**

[REDACTED] I just received a press release from the Dene Nation that is opposing recent changes to how Jordan's Principle is being administered in the Northwest Territories

Link to press release:

[New Letterhead](#)

**QUESTIONS:**

I was wondering if a representative from Indigenous Services Canada might be able to walk me through what changes are being implemented and why?

**PROPOSED RESPONSE:**

We have begun implementing updated procedures for the approval of products, services, and supports. To ensure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

We are working to make sure of long-term sustainability and have made changes to what is eligible and required documentation to keep pace with increased demand and expedite decision making, while keeping within the spirit of why Jordan's Principle was created.

Requests need to include appropriate supporting documentation from a licensed professional that clearly links the requested product, service, or support to the child's specific needs. Any requested product, service or support must clearly address the distinct needs of the First Nation child, how the child experienced gaps or delays in accessing government services, and/or were denied an existing government service because of their identity as a First Nations child.

If a request has not yet been processed or received, please consult the updated information from Indigenous Services Canada (ISC) as certain types of requests will no longer be approved ([Jordan's Principle Operational Bulletin](#)).

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Infrastructure: Housing purchases, construction, and structural renovations.
- Non-medical requests without specific health professional recommendations: This includes travel costs, vehicles (including recreational vehicles) and accessories (furniture, appliances, clothing, toys), non-medical respite, child care or daycare, etc.
- Education: Supports to school boards (off-reserve) and private schools, which will be redirected to provincial or federally funded programs.
- Elite sports academies, memberships, and associated travel.
- Youth over the age of majority.
- International travel.
- Administrative fees within group requests: Including salaries, service fees, and overhead costs.

This approach makes sure that funding aligns with Jordan's Principle's intended purpose of addressing unmet needs while respecting ISC's legal framework.

The updated procedures, providing greater clarity and consistency regarding eligible services and required documentation, will ensure requests align with the Initiative's original intent and assist in addressing the backlog.

ISC is taking immediate steps to address the backlog, including: prioritizing the identification and processing of urgent requests; increasing decision-making capacity to reduce wait-times for requestors; immediate reassignment of existing Jordan's Principle resources to a surge team to focus on urgent requests; and focusing on service delivery and design to speed up request processing and identify opportunities for more effective and efficient service delivery.

Requests that were previously approved will not be affected.

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**Quilty, Jamie Lee**

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**From:** Castonguay, Julien  
**Sent:** Monday, February 24, 2025 12:40 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Crowder, Cassandra; Henderson, Libby (she-elle-iskwêwiw); Media; Rukiewicz, Katrina; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: For approval (Julien) by 1:30pm - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

approved

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**From:** McDonald, Dana (she-elle)  
**Sent:** Monday, February 24, 2025 12:39 PM  
**To:** Castonguay, Julien  
**Cc:** Crowder, Cassandra ; Henderson, Libby (she-elle-iskwêwiw) ; Media ; Rukiewicz, Katrina ; Cookson-Hills, Molly (she-elle)  
**Subject:** For approval (Julien) by 1:30pm - MEDIA REQUEST: [REDACTED] / Jordan's Principle Educational and Support Assistant funding

Hi Julien,

**Context:**

We received another media call about Jordan's Principle. The proposed response below is a mix of pre-approved messaging, and new content in blue.

Could you please advise if you approve by 1:30pm if possible?

**Approved by:**

- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan's Principle – February 24, 2025
- Reviewed by Legal Services – February 24, 2025
- Shared FYI with FNIHB Northern Region – February 24, 2025
- Cassandra Crowder, manager FNIHB Communications – February 24, 2025
- Shared FYI with Tasha Stefanis, DG Strategic Policy, Jordan's Principle – February 24, 2025

Thank you,  
Dana

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**SUBJECT / SUJET:** Jordan's Principle Educational and Support Assistant funding  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]**OUTLET / MÉDIA:** [REDACTED]**EMAIL / COURRIEL:** [REDACTED]**Interview Request/ Demande d'entrevue:** No**DEADLINE / ÉCHÉANCE****Reporter's Deadline:** 2/24/2025 5:00 PM**Comms Deadline:** 2/21/2025 5:00 PM**CONTEXT:**

I'm requesting information about changes to Jordan's Principle and how they will affect educational assistants, referred to as support assistants in the N.W.T.

**QUESTIONS:**

1. What is the current eligibility criteria for educational assistant positions to be funded through JP?
2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?
3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?
4. How many applications have been denied since Canada announced changes to the program approvals?

**PROPOSED RESPONSE:****1. What is the current eligibility criteria for educational assistant positions to be funded through JP?**

Jordan's Principle is intended to make sure that First Nations children have substantively equal access to government services, taking into account their distinct circumstances, experiences, and needs as First Nations children.

For information about eligibility and what types of requests are covered:

[Submit a request under Jordan's Principle](#)

For more information about the changes:

[Jordan's Principle Operational Bulletin](#)

**2. I understand in Saskatchewan and Alberta some schools have not received funding as anticipated, resulting in the ending of EA contracts in their public schools. How many educational assistant-type requests are currently in the backlog of unprocessed applications for the Northern territories, broken down by N.W.T., Nunavut and Yukon?**

*Educational Assistants as defined in the Case Management System:*

Educational assistants act as support staff in elementary and secondary school classrooms, assisting teachers and other classroom staff in carrying out education plans. This may include working with students on their academic studies, assisting children with disabilities or special needs and more. Does not include Therapeutic Assistant-Behaviour Therapists

As of February 17, 2025 there are 16 requests for educational assistants backlogged\* in N.W.T, four in the Yukon, and none in Nunavut.

\*Backlogged requests refer to the number of active requests entered in the Jordan's Principle Case Management System that do not have a decision. This total does not include unopened emails that have not yet been entered into the system, or requests where one or more contact attempts have been made to the requestor for additional information. As of January 17, 2025, the Northern region had no unopened emails in their inbox, so their entire backlog was within the system.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

**3. Can ISC please confirm the amount of requests it has paid out that deal with support/educational assistant funding in the N.W.T., Yukon and Nunavut?**

From April 1, 2019 to February 17, 2025:

- \$87.3 million in funding was approved for educational assistants in the N.W.T.
- \$18.9 million in funding was approved for educational assistants in the Yukon
- \$90,516 in funding was approved for educational assistants in Nunavut

From April 1, 2024 to February 17, 2025 (current fiscal year)

- \$33.8 million in funding was approved for educational assistants in the N.W.T. (an increase from \$17.2 million in 2023-24)
- \$9.2 million in funding was approved for educational assistants in the N.W.T. (an increase from \$3.2 million in 2023-24)
- No funding has been approved for educational assistants in Nunavut (\$90,516 approved in 2023-24)

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

**4. How many applications have been denied since Canada announced changes to the program approvals?**

Across all of Jordan's Principle, approximately 950 requests have been denied so far in Q4 2024-25 (January to March 2025); a denial rate of 9%. The denial rate for Q4 2023-24 was 5%.

Requests were collected through the Jordan's Principle Case Management System (extracted 2025-02-18) and may not align with other analyses.

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s.19(1)

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Friday, February 21, 2025 3:36 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Henderson, Libby (she-elle-iskwêwiw); Crowder, Cassandra; Rukiewicz, Katrina; Media; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: For approval (Julien) by 4pm if possible - Additional Questions MEDIA REQUEST: [REDACTED]  
[REDACTED] Dene Nation response to the administration of Jordan's Principle

approved

**From:** McDonald, Dana (she-elle) <dana.mcdonald@sac-isc.gc.ca>  
**Sent:** Friday, February 21, 2025 3:35 PM  
**To:** Castonguay, Julien <julien.castonguay@sac-isc.gc.ca>  
**Cc:** Henderson, Libby (she-elle-iskwêwiw) <Libby.Henderson@sac-isc.gc.ca>; Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Media <media@sac-isc.gc.ca>; Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>  
**Subject:** For approval (Julien) by 4pm if possible - Additional Questions MEDIA REQUEST: [REDACTED] Dene Nation response to the administration of Jordan's Principle

Good afternoon Julien,

**Context:**  
We received another media call on Jordan’s Principle. The proposed response below uses pre-approved messaging and some new data (in blue).

Could you please let us know by 4pm if possible if you approve the response below?

- Approved by:**
- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan’s Principle – February 21, 2025
  - Shared FYI with Legal Services – February 21, 2025
  - Shared FYI with Tasha Stefanis, DG Strategic Policy, Jordan's Principle – February 21, 2025

Thank you for your help,  
Dana

**Dana McDonald** (she/her/elle)  
343-548-2459

*I humbly acknowledge that I work on the unceded territory of the Algonquin Nation.*

\*\*\*

**SUBJECT / SUJET:** Dene Nation response to the administration of Jordan's Principle  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI  
**CONSULTATIONS:**

**REPORTER / JOURNALISTE:** [REDACTED]  
**OUTLET / MÉDIA:** [REDACTED]  
**EMAIL / COURRIEL:** [REDACTED]  
**PHONE / TÉLÉPHONE:** [REDACTED]  
**DEADLINE / ÉCHÉANCE**  
**Reporter’s Deadline:** 2/19/2025 2:00 PM  
**Comms Deadline:** 2/19/2025 ASAP

**CONTEXT:**

I just received a press release from the Dene Nation that is opposing recent changes to how Jordan's Principle is being administered in the Northwest Territories

Link to press release:  
[New Letterhead](#)

QUESTIONS:

I was wondering if a representative from Indigenous Services Canada might be able to walk me through what changes are being implemented and why?

Additional Questions Feb 19:

1. The Dene Nation press release (as well as other reporting) has said that there's currently a backlog of 140,000 requests. Does this seem accurate based on data from Indigenous Services Canada?
2. Roughly how many requests made through Jordan's Principle come from the Northwest Territories each year? (Either the number of requests or by percentage of all requests).
3. In the operational bulletin, it states that requests made through Jordan's Principle have increased significantly recently, I was wondering if you might be able to share any data ISC might have on the number of requests made in the last five years?
4. Does ISC hold any data on the number of requests that are approved versus the proportion that are rejected?
5. When might these proposed changes come into effect?
6. What might be the effect that these changes to the administration of Jordan's Principle might have on First Nations youth?

PROPOSED RESPONSE:

1. The Dene Nation press release (as well as other reporting) has said that there's currently a backlog of 140,000 requests. Does this seem accurate based on data from Indigenous Services Canada?

As of January 12, 2025, it was reported that Jordan’s Principle had nearly 129,000 backlogged requests (12,000 unopened emails and 117,000 undetermined requests). This was a decrease from nearly 140,000 in December 2024.

Data was collected through the Jordan’s Principle Case Management System (January 13, 2025)

2. Roughly how many requests made through Jordan's Principle come from the Northwest Territories each year? (Either the number of requests or by percentage of all requests).

The proportion of requests made through Jordan’s Principle that come from the Northwest Territories is approximately 2%.

Data was collected through the Jordan’s Principle Case Management System (February 18, 2025)

3. In the operational bulletin, it states that requests made through Jordan's Principle have increased significantly recently, I was wondering if you might be able to share any data ISC might have on the number of requests made in the last five years?

2019-20: 25,551 approved requests for 536,925 products, services, and supports.  
2020-21: 34,610 approved requests for 403,576 products, services, and supports.  
2021-22: 51,349 approved requests for 613,135 products, services, and supports.  
2022-23: 104,784 approved requests for 1,790,284 products, services, and supports.  
2023-24: 146,580 approved requests for 3,067,668 products, services, and supports.

Data was collected through the Jordan’s Principle Case Management System (February 18, 2025)

4. Does ISC hold any data on the number of requests that are approved versus the proportion that are rejected?

Northwest Territories:

2021-22: 1,097 requests approved, 212 requests denied (16.2% denial rate)  
2022-23: 2,306 requests approved, 387 requests denied (14.4% denial rate)  
2023-24: 2,679 requests approved, 256 requests denied (8.7% denial rate)  
April 1, 2024 – February 17, 2025: 1,897 requests approved, 338 requests denied (15.1% denial rate)

Canada:



**2021-22:** 51,349 requests approved, 4,354 requests denied (7.8% denial rate)  
**2022-23:** 104,784 requests approved, 6,060 requests denied (5.5 % denial rate)  
**2023-24:** 146,580 requests approved, 6,390 requests denied (4.2% denial rate)  
**April 1, 2024 – February 17, 2025:** 104,843 requests approved, 7,498 requests denied (6.7% denial rate)

Data was collected through the Jordan’s Principle Case Management System (February 18, 2025)

5. **When might these proposed changes come into effect?**

The changes are in effect.

6. **What might be the effect that these changes to the administration of Jordan's Principle might have on First Nations youth?**

The changes to our operational procedures are about ensuring long-term sustainability, keeping pace with increased demand, and expediting decision-making—all while staying true to the spirit of Jordan's Principle. These updates are designed to improve the process and ensure that Jordan's Principle continues to support First Nations children for years to come.

\*\*\*

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Wednesday, February 12, 2025 2:51 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Henderson, Libby (she-elle-iskwêwiw); Crowder, Cassandra; Media; Rukiewicz, Katrina; Service Delivery & Operations - Jordans Principle / Principe de Jordan; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: For approval (Julien) by 4pm if possible - MEDIA REQUEST: [REDACTED]  
Jordan's Principle changes

approved

**From:** McDonald, Dana (she-elle)  
**Sent:** Wednesday, February 12, 2025 2:50 PM  
**To:** Castonguay, Julien  
**Cc:** Henderson, Libby (she-elle-iskwêwiw) ; Crowder, Cassandra ; Media ; Rukiewicz, Katrina ; Service Delivery & Operations - Jordans Principle / Principe de Jordan ; Cookson-Hills, Molly (she-elle)  
**Subject:** For approval (Julien) by 4pm if possible - MEDIA REQUEST: [REDACTED] Jordan's Principle changes

Hi Julien,

**Context:**  
We have another media call about Jordan’s Principle operations.

Can you please advise if you approve the [REDACTED] below by 4pm if possible?

Note: the response draws mainly from the response to the previous media call that is also for your approval.

- Approved by:**
- Liliana Gutierrez, a/DG Service Delivery and Operation, Jordan’s Principle – February 12, 2025
  - Shared FYI with Legal Services – February 12, 2025
  - Shared FYI with Tasha Stefanis, DG Strategic Policy, Jordan's Principle – February 12, 2025
  - Cassandra Crowder, manager FNIHB Communications – February 12, 2025

Thank you,  
Dana

**Dana McDonald** (she/her/elle)  
343-548-2459

*I humbly acknowledge that I work on the unceded territory of the Algonquin Nation.*

\*\*\*

**SUBJECT / SUJET:** Jordan's Principle changes  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]  
**OUTLET / MÉDIA:** [REDACTED]  
**EMAIL / COURRIEL:** [REDACTED]

**Interview Request/ Demande d'entrevue:** Yes, but statement provided

**DEADLINE / ÉCHÉANCE**  
**Reporter’s Deadline:** 2/13/2025 10:30 AM  
**Comms Deadline:** 2/12/2025 5:00 PM

**CONTEXT:**

[REDACTED] I saw the announcement about changes to the operating procedures of Jordan's Principle and wanted to reach out and see if someone from ISC might be available to discuss more the intentions behind these changes and impacts.  
My cell is [REDACTED] Our deadline is 10:30am on Thursday morning.

## QUESTIONS:

We want to know:

- How these changes will address the backlog of cases
- What people should do if they currently have pending cases (do they need to re-apply? Do they need to send in additional documentation?)
- Some feel that these changes would mean that Indigenous children will no longer have equal access to supports that non-Indigenous children have had, how do you respond to this concern?
- How are you supporting First Nations in enforcing these changes -- i.e. in Kahnawake, the program is managed by the community's social services network, how are they provided guidance with these changes?

## PROPOSED RESPONSE:

### 1. How these changes will address the backlog of cases

Jordan's Principle supports equal access to a wide range of health, social and educational products and services that respond to the unique situation and distinct needs of each First Nation child.

Since 2016 the range of types of requests has expanded from being primarily requests related to health and education supports, to now include broader social supports. This has also led to increases in overall requests. The updated procedures, providing greater clarity and consistency regarding eligible services and required documentation, will ensure requests align with the Initiative's original intent and assist in addressing the backlog. We are working to ensure long-term sustainability, keep pace with increased demand, and expedite decision-making—all while staying true to the spirit of Jordan's Principle.

### 2. What people should do if they currently have pending cases (do they need to re-apply? Do they need to send in additional documentation?)

Requestors do not need to re-apply and a regional focal point will contact requestors if more information is required to review their request.

### 3. Some feel that these changes would mean that Indigenous children will no longer have equal access to supports that non-Indigenous children have had, how do you respond to this concern?

Jordan's Principle is intended to make sure that First Nations children have substantively equal access to government services.

The changes to our operational procedures are in response to ensuring long-term sustainability, keeping pace with increased demand, and expediting decision-making—all while staying true to the spirit of Jordan's Principle. These updates are designed to improve the process and ensure that Jordan's Principle continues to support First Nations children for years to come.

### 4. How are you supporting First Nations in enforcing these changes -- i.e. in Kahnawake, the program is managed by the community's social services network, how are they provided guidance with these changes?

Indigenous organizations and communities were informed of gradual changes through regional communications from ISC.

The government remains committed to working with First Nations partners to ensure First Nations children have equal access to essential government services.

\*\*\*

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Monday, March 3, 2025 5:36 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Henderson, Libby (she-elle-iskwêwiw); Rukiewicz, Katrina; Media; Gagnon, Emily; Holub, Gary (he-il); Hitchcock, Lindsay (she-elle); Stefanis, Tasha (she-elle); Cookson-Hills, Molly (she-elle)  
**Subject:** Re: For approval (Julien) by 5:45pm if possible - MEDIA REQUEST [REDACTED]  
Changes to Jordan's Principle

Approved

Thank you  
Julien

On Mar 3, 2025, at 5:17 PM, McDonald, Dana (she-elle) wrote:

Good afternoon Julien,  
**Context:**  
Please see below a proposed response to a media call regarding Jordan’s Principle for your approval.  
This is based on pre-approved messaging, with new/revised text in blue.  
Could you please advise if you approve by 5:45pm today if possible?

- Approved by:**
- 1. Lindsay Hitchcock, a/DG Service Delivery and Operation, Jordan’s Principle – March 3, 2025
  - 2. Reviewed by Legal Services – March 3, 2025
  - 3. Shared FYI with Gary Holub, a/manager FNIHB Communications – March 3, 2025
  - 4. Tasha Stefanis, DG Strategic Policy, Jordan's Principle – March 3, 2025

Thank you for your help,  
Dana  
**Dana McDonald** (she/her/elle)  
343-548-2459

*I humbly acknowledge that I work on the unceded territory of the Algonquin Nation.*  
\*\*\*

**SUBJECT / SUJET:** Changes to Jordan's Priciple  
**DEPARTMENT / MINISTÈRE:** ISC  
**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI  
**CONSULTATIONS:** NWT  
**REPORTER / JOURNALISTE:** [REDACTED]  
**OUTLET / MÉDIA:** [REDACTED]  
**EMAIL / COURRIEL:** [REDACTED]  
**PHONE / TÉLÉPHONE:** [REDACTED]  
**Interview Request/ Demande d'entrevue:**  
**DEADLINE / ÉCHÉANCE**  
**Reporter’s Deadline:** TBC  
**Comms Deadline:**TBC  
**CONTEXT:**

[REDACTED] I'm seeking clarification on recent changes to JP funding

- QUESTIONS:**
- 1. I understand there is now a cap on funding for the upcoming fiscal year. Is that correct? I believe the spending cap will be set at \$772 million, whereas there was no cap previously, and \$2 billion was spent under the program last fiscal year. Is that accurate?
  - 2. I’ve heard that individuals applying for funding must now show they have been rejected for income assistance through the territorial government and also provide a letter of support from a health professional. Is this true?
  - 3. Will JP funding continue to be used for salaries of positions such as teacher assistants in schools across the NWT?

4. How much money was allocated to individual children and their families through JP funding in the NWT during the last fiscal year? Additionally, how much total funding was distributed to the NWT from JP funding last year?

**PROPOSED RESPONSE:**

1. **I understand there is now a cap on funding for the upcoming fiscal year. Is that correct? I believe the spending cap will be set at \$772 million, whereas there was no cap previously, and \$2 billion was spent under the program last fiscal year. Is that accurate?**

Jordan's Principle has an annual reference level (or baseline) of \$772.8 million per year approved by the Department of Finance until the end of the 2027-28 fiscal year (April 1 to March 31). The baseline level is the amount Indigenous Services Canada (ISC) begins with each fiscal year to cover annual costs of approved requests as well as the operational costs of administering Jordan's Principle. If necessary, ISC may seek additional in-year funding through the federal budget process or through off-cycle budget requests. Decisions on funding levels are made by the Minister of Finance and the Prime Minister and are subject to Parliamentary appropriations.

For fiscal year 2024-25, the total budget for Jordan's Principle is \$2.3 billion.

Our work has not stopped, and we remain focused on making sure that First Nations children have equal access to the public services they need. Parents, guardians, and communities should continue to submit requests to Jordan's Principle for First Nations children.

2. **I've heard that individuals applying for funding must now show they have been rejected for income assistance through the territorial government and also provide a letter of support from a health professional. Is this true?**

We are working to ensure long-term sustainability, keep pace with increased demand, and expedite decision-making. To ensure resources are used in line with the purpose of Jordan's Principle, requests must be directly related to meeting the requirements of substantive equality for First Nations children. Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  1. experienced gaps or delays in accessing government services, or
  2. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional that clearly links the requested product, service, or support to the child's specific needs.

3. **Will JP funding continue to be used for salaries of positions such as teacher assistants in schools across the NWT?**

Funding will not be approved for school-related requests, unless the requests are linked to the specific health, social or educational need of the First Nation child or if required to achieve substantive equality. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.

Jordan's Principle make sure First Nations children have equal access to essential government funded products, services, and supports they need, regardless of where they live in Canada. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial/territorial and federal governments.

For more information visit:

**Jordan's Principle**

<https://www.sac-isc.gc.ca/eng/1568396042341/1568396159824>

**Jordan's Principle Operational Bulletin**

<https://www.sac-isc.gc.ca/eng/1739222520301/1739222546551>

4. **How much money was allocated to individual children and their families through JP funding in the NWT during the last fiscal year? Additionally, how much total funding was distributed to the NWT from JP funding last year?**

In fiscal year 2023-24 (April 1, 2023 to March 31, 2024), \$80.7 million was approved for requested products, services, and supports through Jordan's Principle in NWT.

1. \$11.5 million (14%) were for individual requests
2. \$69.2 million (86%) were for group requests

This fiscal year, between April 1, 2024 and December 31, 2024, \$67.1 million has been approved for requested products, services, and supports through Jordan's Principle in NWT.

3. \$6.8 million (10%) has been for individual requests
4. \$60.3 million (90%) has been for group requests

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## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, February 7, 2025 3:22 PM  
**To:** Rukiewicz, Katrina  
**Cc:** Cookson-Hills, Molly (she-elle); Hitchcock, Lindsay; McDonald, Dana (she-elle)  
**Subject:** RE: FOR APPROVAL Proposed Webpage changes  
**Attachments:** FNIHB - Web Update Jordans Principle - Round 1 V2 KR\_LG.docx

Hi Katrina,  
Please see attached initial set of comments. I hope I was able to save them while riding this disastrous train ride.  
Thanks,  
Liliana

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**From:** Rukiewicz, Katrina  
**Sent:** Friday, February 7, 2025 1:38 PM  
**To:** Gutierrez, Liliana (she-elle)  
**Cc:** Cookson-Hills, Molly (she-elle) ; Hitchcock, Lindsay ; McDonald, Dana (she-elle)  
**Subject:** FOR APPROVAL Proposed Webpage changes  
**Importance:** High

Hi Liliana,

Here is a first round of recommended changes to the website that aligns with the external messaging and the ministerial statement. I say first round in the context of urgency to align with the communication of our operational changes.

There are a lot of comments and tracked changes – please let me know If you would rather a clean version.

We did not touch substantive equality pages etc and did not change the minimal group request information (what and who can send requests) We will need to develop a specific group request page as part of future web page changes.

Please ignore formatting issues.

Thanks,

### Katrina Rukiewicz

Senior Advisor  
National Office, Jordan's Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

**Pages 1557 to / à 1582  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Thursday, February 20, 2025 1:30 PM  
**To:** Rukiewicz, Katrina  
**Subject:** RE: FOR REVIEW/APPROVAL Package for JPOC  
**Attachments:** JPOC\_PROPOSED Agenda - Feb 25 2025.docx

Hi Katrina,  
Please find attached revised agenda. I updated contact info and titles and some edits.  
You can go ahead and send it.  
Thank you!  
Liliana

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**From:** Rukiewicz, Katrina  
**Sent:** Thursday, February 20, 2025 1:12 PM  
**To:** Gutierrez, Liliana (she-elle)  
**Subject:** FOR REVIEW/APPROVAL Package for JPOC

Hi Liliana,

Please see below proposed package for the upcoming JPOC. French agenda will come once approved.

### Meeting Materials

1. Agenda
2. (FR) Agenda
3. Jordan's Principle operational bulletin ENG/FR
4. Monthly reports Sept – Dec 2024
5. Records of Decision - Sept 27, 2024 (to come)

### Katrina Rukiewicz

Senior Advisor  
National Office, Jordan's Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257



Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Thursday, February 27, 2025 4:56 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Stefanis, Tasha (she-elle); Rukiewicz, Katrina; Cookson-Hills, Molly (she-elle); Crowder, Cassandra; Henderson, Libby (she-elle-iskwêwiw); Media  
**Subject:** Re: For urgent approval (Julien) - MEDIA REQUEST: [REDACTED] / ICIF: Arctic Children and Youth Foundation campaign for temporary bridge funding

Approved  
Julien

On Feb 27, 2025, at 4:36 PM, McDonald, Dana (she-elle) wrote:

Hi,  
For awareness, MINO added two paragraphs in green to question #5 in the below media call response. We have a hard deadline with the reporter and are delivering shortly.  
FYI, as the updated Inuit CFI webpages with the bulletins are live, we added the links to question #5 below.

**5. I saw you told CBC that recent changes were made to the program. Could you please send that to me too? When do those changes start?**

On February 10, ISC communicated that there are changes to operating procedures related to processing requests under Jordan’s Principle. The implementation of these changes also applies to the Inuit Child First Initiative as operationally it has mirrored Jordan’s Principle processes since its creation in 2018 as the interim approach for Inuit children.  
We are working to ensure long-term sustainability, keep pace with increased demand, and expedite decision-making. To ensure resources are used in line with the purpose of the Inuit Child First Initiative, requests must be directly related to achieving substantive equality for Inuit children. This approach ensures that funding aligns with addressing the unmet needs of Inuit children, while continuing to co-develop a long-term Inuit specific approach.

The Inuit Child First Initiative ensures Inuit children have equal access to essential government funded products, services, and supports they need, regardless of where they live in Canada. It shouldn’t negate provincial or territorial responsibility.

Requests need to include appropriate supporting documentation from a professional that clearly links the requested product, service, or support to the child’s specific needs.  
The operational procedures under the Inuit Child First Initiative have been gradually implemented since Fall/Winter of 2024-2025.

For more information about the changes, visit:

**Supporting Inuit children**  
<https://www.sac-isc.gc.ca/eng/1536348095773>  
**Inuit Child First Initiative Operational Bulletin**  
<https://www.sac-isc.gc.ca/eng/1740416957763>

**From:** Castonguay, Julien  
**Sent:** Thursday, February 27, 2025 2:57 PM  
**To:** McDonald, Dana (she-elle)  
**Cc:** Stefanis, Tasha (she-elle) ; Rukiewicz, Katrina ; Cookson-Hills, Molly (she-elle) ; Crowder, Cassandra ; Henderson, Libby (she-elle-iskwêwiw) ; Media  
**Subject:** RE: For urgent approval (Julien) - MEDIA REQUEST: [REDACTED]  
ICIF: Arctic Children and Youth Foundation campaign for temporary bridge funding  
No concerns  
Thank you

**From:** McDonald, Dana (she-elle) <[dana.mcdonald@sac-isc.gc.ca](mailto:dana.mcdonald@sac-isc.gc.ca)>  
**Sent:** Thursday, February 27, 2025 2:56 PM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Cc:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Rukiewicz, Katrina

<katrina.rukiewicz@sac-isc.gc.ca>; Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>; Crowder, Cassandra <cassandra.crowder@sac-isc.gc.ca>; Henderson, Libby (she-elle-iskwêwiw) <Libby.Henderson@sac-isc.gc.ca>; Media <media@sac-isc.gc.ca>

**Subject:** For urgent approval (Julien) - MEDIA REQUEST [REDACTED] / ICIF: Arctic Children and Youth Foundation campaign for temporary bridge funding

Hi Julien,

**Context:**

Please see below an urgent media call response on Inuit CFI for your approval. There is a change in red from Tasha that, if you agree, we will ask Media Relations to also apply to the other media call response if it has not been delivered to the reporter yet.

**Approved by:**

1. Service Delivery and Operation, Jordan's Principle – February 27, 2025
2. Tasha Stefanis, DG Strategic Policy, Jordan's Principle – February 27, 2025
3. Cassandra Crowder, manager FNIHB Communications – pending

Note: We are also sharing this FYI with LSU since it mentions Jordan's Principle in passing.

Thank you,

Dana

**Dana McDonald** (she/her/elle)

343-548-2459

*I humbly acknowledge that I work on the unceded territory of the Algonquin Nation.*

\*\*\*

**SUBJECT / SUJET:** ICIF: Arctic Children and Youth Foundation campaign for temporary bridge funding

**DEPARTMENT / MINISTÈRE:** ISC

**MAIN SECTOR / SECTEUR PRINCIPAL:** FNIHB / SPNI

**REPORTER / JOURNALISTE:** [REDACTED]

**OUTLET / MÉDIA:** [REDACTED]

**EMAIL / COURRIEL:** [REDACTED]

**Interview Request/ Demande d'entrevue:** No

**DEADLINE / ÉCHÉANCE**

**Reporter's Deadline:** 2/27/2025 4:00 PM

**Comms Deadline:** 2/27/2025 3:00 PM

**CONTEXT:**

I'm working on a story about the end of the Inuit Child First Initiative. The Arctic Children and Youth Foundation has launched a campaign to call for temporary bridge funding.

I've reached out to Minister Hajdu's office for a political response, but I was also wondering:

**QUESTIONS:**

1. How much money has been allocated and spent on this program in the last year
2. how many Inuit children have accessed support from it
3. I understand a long-term solution is being co-developed, so confirmation on that and the latest on that process
4. Anything else you want to share related to the program
5. I saw you told CBC that recent changes were made to the program. Could you please send that to me too? When do those changes start?

**PROPOSED RESPONSE:**

**1. How much money has been allocated and spent on this program in the last year**

The Government of Canada has committed \$387.5 million since 2019 to the Inuit Child First Initiative:

1. An initial \$220 million over five years was announced beginning in 2019 to address the immediate needs of Inuit children and to continue working with Inuit partners to improve local capacity to deliver services.
2. An additional \$167.5 million over two years starting in 2023-2024 was announced in 2024, to allow delivery of the current interim approach while Canada and Inuit Partners continued the co-development of a long-term approach for the Inuit Child First Initiative

From April 1, 2024 to December 31, 2024, \$177.2 million has been spent or committed to be spent to support requests under the Inuit Child First Initiative.

**2. How many Inuit children have accessed support from it**

From April 1, 2020 until December 31, 2024, 12,583 Inuit children had approved individual requests through the Inuit Child First Initiative.

In the current fiscal year (April 1, 2024 to December 31, 2024), there were 4,635 Inuit children with approved individual requests through the Inuit Child First Initiative.

This does not include children who accessed the Inuit Child First Initiative through group requests, as the organizations that make those requests are responsible to track data about individual children in group requests.

**3. I understand a long-term solution is being co-developed, so confirmation on that and the latest on that process**

Canada and Inuit Partners are continuing to co-develop a long-term approach for the Inuit Child First Initiative. Indigenous Services Canada (ISC) remains committed to this co-development process and will continue to engage Inuit Partners with updates as more information is made available.

**4. Anything else you want to share related to the program**

ISC continues to accept new requests for products, services and supports through the Inuit Child First Initiative.

**5. I saw you told CBC that recent changes were made to the program. Could you please send that to me too? When do those changes start?**

On February 10, ISC communicated that there are changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

We are working to ensure long-term sustainability, keep pace with increased demand, and expedite decision-making. To ensure resources are used in line with the purpose of the Inuit Child First Initiative, requests must be directly related to achieving substantive equality for Inuit children. This approach ensures that funding aligns with addressing the unmet needs of Inuit children, while continuing to co-develop a long-term Inuit specific approach.

The operational procedures under the Inuit Child First Initiative have been gradually implemented since Fall/Winter of 2024-2025.

For more information about the changes, visit: [We will provide this link if the updated webpages go live before the reporter's deadline]

\*\*\*

Quilty, Jamie Lee

**From:** Loh, Kimberley (use my name)  
**Sent:** Monday, February 10, 2025 2:55 PM  
**To:** Hinshaw, Deena (she)  
**Cc:** Berland, Frankie; Thiara, Parminder; Brown, Jamie (he-il); Jongejan, Dayna (she-iskwêwiw); Oostendorp, Michael; Doubleday, Shannon; Grono, Shawn; LeBlanc, Stacey (she); Bilinsky, Lauren (she); Sarin, Chris; Wright, Jennine (she); Bull, Brenda (she); Cairns, Blair; Ferozdin, Amelia; Wujcik, Andrew (he); Laboucan, Rhonda (she-elle)  
**Subject:** Re: Important Changes to Jordan’s Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l’initiative L'enfant inuit d'abord – Lignes directrices

Hey Deena, I circulated to my teams with an ‘Internal only’, and am waiting for Jordan's to perform their comma strategy as it emerges from HQ.

K  
Sent from my iPhone

On Feb 10, 2025, at 12:52 PM, Hinshaw, Deena (she) wrote:

Thanks, Frankie. The nutrition team was thinking of sending it to dieticians in communities, so sounds like they could do that maybe on Wednesday this week?  
Deena  
Dr. Deena Hinshaw (she/her)  
Deputy Medical Officer of Health  
Indigenous Services Canada, Alberta Region  
Government of Canada  
[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)

**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 12:50 PM  
**To:** Hinshaw, Deena (she) ; Thiara, Parminder ; Brown, Jamie (he-il) ; Jongejan, Dayna (she-iskwêwiw) ; Loh, Kimberley (use my name) ; Oostendorp, Michael ; Doubleday, Shannon ; Grono, Shawn ; LeBlanc, Stacey (she) ; Bilinsky, Lauren (she) ; Sarin, Chris ; Wright, Jennine (she) ; Bull, Brenda (she) ; Cairns, Blair ; Ferozdin, Amelia ; Wujcik, Andrew (he)  
**Cc:** Laboucan, Rhonda (she-elle) ; Berland, Frankie  
**Subject:** RE: Important Changes to Jordan’s Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l’initiative L'enfant inuit d'abord – Lignes directrices  
Hi Deena  
Parm is in the process of sharing this with Chiefs. I am also in the process of sharing this with Health Directors and all Requestors. Expect this to be out the door by end of day today or tomorrow morning. I hope this helps.  
Kinanâskomitin,  
Frankie Berland  
Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348  
Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348  
*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*  
Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.  
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

**From:** Hinshaw, Deena (she) <[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)>  
**Sent:** Monday, February 10, 2025 12:48 PM  
**To:** Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>

isc.gc.ca>; Brown, Jamie (he-il) <jamie.brown@sac-isc.gc.ca>; Jongejan, Dayna (she-iskwêwiw) <dayna.jongejan@sac-isc.gc.ca>; Loh, Kimberley (use my name) <kimberley.loh@sac-isc.gc.ca>; Oostendorp, Michael <michael.oostendorp@sac-isc.gc.ca>; Doubleday, Shannon <shannon.doubleday@sac-isc.gc.ca>; Grono, Shawn <shawn.grono@sac-isc.gc.ca>; LeBlanc, Stacey (she) <stacey.leblanc@sac-isc.gc.ca>; Bilinsky, Lauren (she) <lauren.bilinsky@sac-isc.gc.ca>; Sarin, Chris <chris.sarin@sac-isc.gc.ca>; Wright, Jennine (she) <jennine.wright@sac-isc.gc.ca>; Bull, Brenda (she) <Brenda.bull@sac-isc.gc.ca>; Cairns, Blair <blair.cairns@sac-isc.gc.ca>; Ferozdin, Amelia <amelia.ferozdin@sac-isc.gc.ca>; Wujcik, Andrew (he) <andrew.wujcik@sac-isc.gc.ca>

**Cc:** Laboucan, Rhonda (she-elle) <rhonda.laboucan@sac-isc.gc.ca>

**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines //

Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Thanks, Parm.

Can this attachment be shared outside the organization – perhaps waiting until next week or so for the information to flow to leadership first before our teams send to their contacts?

Thanks,

Deena

Dr. Deena Hinshaw (she/her)

Deputy Medical Officer of Health

Indigenous Services Canada, Alberta Region

Government of Canada

deena.hinshaw@sac-isc.gc.ca

---

**From:** Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>

**Sent:** Monday, February 10, 2025 11:01 AM

**To:** Berland, Frankie <frankie.berland@sac-isc.gc.ca>; Brown, Jamie (he-il) <jamie.brown@sac-isc.gc.ca>; Jongejan, Dayna (she-iskwêwiw) <dayna.jongejan@sac-isc.gc.ca>; Loh, Kimberley (use my name) <kimberley.loh@sac-isc.gc.ca>; Oostendorp, Michael <michael.oostendorp@sac-isc.gc.ca>; Doubleday, Shannon <shannon.doubleday@sac-isc.gc.ca>; Grono, Shawn <shawn.grono@sac-isc.gc.ca>; LeBlanc, Stacey (she) <stacey.leblanc@sac-isc.gc.ca>; Hinshaw, Deena (she) <deena.hinshaw@sac-isc.gc.ca>; Bilinsky, Lauren (she) <lauren.bilinsky@sac-isc.gc.ca>; Sarin, Chris <chris.sarin@sac-isc.gc.ca>; Wright, Jennine (she) <jennine.wright@sac-isc.gc.ca>; Bull, Brenda (she) <Brenda.bull@sac-isc.gc.ca>; Cairns, Blair <blair.cairns@sac-isc.gc.ca>; Ferozdin, Amelia <amelia.ferozdin@sac-isc.gc.ca>; Wujcik, Andrew (he) <andrew.wujcik@sac-isc.gc.ca>

**Cc:** Laboucan, Rhonda (she-elle) <rhonda.laboucan@sac-isc.gc.ca>

**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines //

Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes. We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out for clarification or guidance.

Thanks

Parminder

Parminder Thiara MD CCFP FRCPC

A/Regional Executive Officer

First Nations and Inuit Health Branch, Alberta Region

Indigenous Services Canada

(403) 861-8447

Direction Generale de la Sante des Premieres

Nations et des Inuits, Region de l'Alberta

Services Aux Autochtones Canada

## Quilty, Jamie Lee

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**From:** Hinshaw, Deena (she)  
**Sent:** Monday, February 10, 2025 3:22 PM  
**To:** Berland, Frankie  
**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Thank you

Dr. Deena Hinshaw (she/her)  
Deputy Medical Officer of Health  
Indigenous Services Canada, Alberta Region  
Government of Canada  
[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 1:14 PM  
**To:** Hinshaw, Deena (she) ; Thiara, Parminder ; Brown, Jamie (he-il) ; Jongejan, Dayna (she-iskwêwiw) ; Loh, Kimberley (use my name) ; Oostendorp, Michael ; Doubleday, Shannon ; Grono, Shawn ; LeBlanc, Stacey (she) ; Bilinsky, Lauren (she) ; Sarin, Chris ; Wright, Jennine (she) ; Bull, Brenda (she) ; Cairns, Blair ; Ferozdin, Amelia ; Wujcik, Andrew (he)  
**Cc:** Laboucan, Rhonda (she-elle) ; Berland, Frankie  
**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Hi Deena

The three emails: to the Chiefs, HDs, and Requestors have just gone out so; from my part, I don't see a problem sharing this with the Dietitians.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



Government  
of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Hinshaw, Deena (she) <[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)>

**Sent:** Monday, February 10, 2025 12:53 PM

**To:** Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Brown, Jamie (he-il) <[jamie.brown@sac-isc.gc.ca](mailto:jamie.brown@sac-isc.gc.ca)>; Jongejan, Dayna (she-iskwêwiw) <[dayna.jongejan@sac-isc.gc.ca](mailto:dayna.jongejan@sac-isc.gc.ca)>; Loh, Kimberley (use my name) <[kimberley.loh@sac-isc.gc.ca](mailto:kimberley.loh@sac-isc.gc.ca)>; Oostendorp, Michael <[michael.oostendorp@sac-isc.gc.ca](mailto:michael.oostendorp@sac-isc.gc.ca)>; Doubleday, Shannon <[shannon.doubleday@sac-isc.gc.ca](mailto:shannon.doubleday@sac-isc.gc.ca)>; Grono, Shawn <[shawn.grono@sac-isc.gc.ca](mailto:shawn.grono@sac-isc.gc.ca)>; LeBlanc, Stacey (she) <[stacey.leblanc@sac-isc.gc.ca](mailto:stacey.leblanc@sac-isc.gc.ca)>; Bilinsky, Lauren (she) <[lauren.bilinsky@sac-isc.gc.ca](mailto:lauren.bilinsky@sac-isc.gc.ca)>; Sarin, Chris <[chris.sarin@sac-isc.gc.ca](mailto:chris.sarin@sac-isc.gc.ca)>; Wright, Jennine (she) <[jennine.wright@sac-isc.gc.ca](mailto:jennine.wright@sac-isc.gc.ca)>; Bull, Brenda (she) <[Brenda.bull@sac-isc.gc.ca](mailto:Brenda.bull@sac-isc.gc.ca)>; Cairns, Blair <[blair.cairns@sac-isc.gc.ca](mailto:blair.cairns@sac-isc.gc.ca)>; Ferozdin, Amelia <[amelia.ferozdin@sac-isc.gc.ca](mailto:amelia.ferozdin@sac-isc.gc.ca)>; Wujcik, Andrew (he) <[andrew.wujcik@sac-isc.gc.ca](mailto:andrew.wujcik@sac-isc.gc.ca)>

**Cc:** Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>

**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Thanks, Frankie. The nutrition team was thinking of sending it to dieticians in communities, so sounds like they could do that maybe on Wednesday this week?

Deena

Dr. Deena Hinshaw (she/her)  
Deputy Medical Officer of Health  
Indigenous Services Canada, Alberta Region  
Government of Canada  
[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)

---

**From:** Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>

**Sent:** Monday, February 10, 2025 12:50 PM

**To:** Hinshaw, Deena (she) <[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Brown, Jamie (he-il) <[jamie.brown@sac-isc.gc.ca](mailto:jamie.brown@sac-isc.gc.ca)>; Jongejan, Dayna (she-iskwêwiw) <[dayna.jongejan@sac-isc.gc.ca](mailto:dayna.jongejan@sac-isc.gc.ca)>; Loh, Kimberley (use my name) <[kimberley.loh@sac-isc.gc.ca](mailto:kimberley.loh@sac-isc.gc.ca)>; Oostendorp, Michael <[michael.oostendorp@sac-isc.gc.ca](mailto:michael.oostendorp@sac-isc.gc.ca)>; Doubleday, Shannon <[shannon.doubleday@sac-isc.gc.ca](mailto:shannon.doubleday@sac-isc.gc.ca)>; Grono, Shawn <[shawn.grono@sac-isc.gc.ca](mailto:shawn.grono@sac-isc.gc.ca)>; LeBlanc, Stacey (she) <[stacey.leblanc@sac-isc.gc.ca](mailto:stacey.leblanc@sac-isc.gc.ca)>; Bilinsky, Lauren (she) <[lauren.bilinsky@sac-isc.gc.ca](mailto:lauren.bilinsky@sac-isc.gc.ca)>; Sarin, Chris <[chris.sarin@sac-isc.gc.ca](mailto:chris.sarin@sac-isc.gc.ca)>; Wright, Jennine (she) <[jennine.wright@sac-isc.gc.ca](mailto:jennine.wright@sac-isc.gc.ca)>; Bull, Brenda (she) <[Brenda.bull@sac-isc.gc.ca](mailto:Brenda.bull@sac-isc.gc.ca)>; Cairns, Blair <[blair.cairns@sac-isc.gc.ca](mailto:blair.cairns@sac-isc.gc.ca)>; Ferozdin, Amelia <[amelia.ferozdin@sac-isc.gc.ca](mailto:amelia.ferozdin@sac-isc.gc.ca)>; Wujcik, Andrew (he) <[andrew.wujcik@sac-isc.gc.ca](mailto:andrew.wujcik@sac-isc.gc.ca)>

**Cc:** Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>

**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Hi Deena

Parm is in the process of sharing this with Chiefs. I am also in the process of sharing this with Health Directors and all Requestors. Expect this to be out the door by end of day today or tomorrow morning.

I hope this helps.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
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Government  
of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

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**From:** Hinshaw, Deena (she) <[deena.hinshaw@sac-isc.gc.ca](mailto:deena.hinshaw@sac-isc.gc.ca)>

**Sent:** Monday, February 10, 2025 12:48 PM

**To:** Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Brown, Jamie (he-il) <[jamie.brown@sac-isc.gc.ca](mailto:jamie.brown@sac-isc.gc.ca)>; Jongejan, Dayna (she-iskwêwiw) <[dayna.jongejan@sac-isc.gc.ca](mailto:dayna.jongejan@sac-isc.gc.ca)>; Loh, Kimberley (use my name) <[kimberley.loh@sac-isc.gc.ca](mailto:kimberley.loh@sac-isc.gc.ca)>; Oostendorp, Michael <[michael.oostendorp@sac-isc.gc.ca](mailto:michael.oostendorp@sac-isc.gc.ca)>; Doubleday, Shannon <[shannon.doubleday@sac-isc.gc.ca](mailto:shannon.doubleday@sac-isc.gc.ca)>; Grono, Shawn <[shawn.grono@sac-isc.gc.ca](mailto:shawn.grono@sac-isc.gc.ca)>; LeBlanc, Stacey (she) <[stacey.leblanc@sac-isc.gc.ca](mailto:stacey.leblanc@sac-isc.gc.ca)>; Bilinsky, Lauren (she) <[lauren.bilinsky@sac-isc.gc.ca](mailto:lauren.bilinsky@sac-isc.gc.ca)>; Sarin, Chris <[chris.sarin@sac-isc.gc.ca](mailto:chris.sarin@sac-isc.gc.ca)>; Wright, Jennine (she) <[jennine.wright@sac-isc.gc.ca](mailto:jennine.wright@sac-isc.gc.ca)>; Bull, Brenda (she) <[Brenda.bull@sac-isc.gc.ca](mailto:Brenda.bull@sac-isc.gc.ca)>; Cairns, Blair <[blair.cairns@sac-isc.gc.ca](mailto:blair.cairns@sac-isc.gc.ca)>; Ferozdin, Amelia <[amelia.ferozdin@sac-isc.gc.ca](mailto:amelia.ferozdin@sac-isc.gc.ca)>; Wujcik, Andrew (he) <[andrew.wujcik@sac-isc.gc.ca](mailto:andrew.wujcik@sac-isc.gc.ca)>

**Cc:** Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>

**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Thanks, Parm.

Can this attachment be shared outside the organization – perhaps waiting until next week or so for the information to flow to leadership first before our teams send to their contacts?



Thanks,

Deena

Dr. Deena Hinshaw (she/her)  
Deputy Medical Officer of Health  
Indigenous Services Canada, Alberta Region  
Government of Canada  
deena.hinshaw@sac-isc.gc.ca

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**From:** Thiara, Parminder <parminder.thiara@sac-isc.gc.ca>

**Sent:** Monday, February 10, 2025 11:01 AM

**To:** Berland, Frankie <frankie.berland@sac-isc.gc.ca>; Brown, Jamie (he-il) <jamie.brown@sac-isc.gc.ca>; Jongejan, Dayna (she-iskwêwiw) <dayna.jongejan@sac-isc.gc.ca>; Loh, Kimberley (use my name) <kimberley.loh@sac-isc.gc.ca>; Oostendorp, Michael <michael.oostendorp@sac-isc.gc.ca>; Doubleday, Shannon <shannon.doubleday@sac-isc.gc.ca>; Grono, Shawn <shawn.grono@sac-isc.gc.ca>; LeBlanc, Stacey (she) <stacey.leblanc@sac-isc.gc.ca>; Hinshaw, Deena (she) <deena.hinshaw@sac-isc.gc.ca>; Bilinsky, Lauren (she) <lauren.bilinsky@sac-isc.gc.ca>; Sarin, Chris <chris.sarin@sac-isc.gc.ca>; Wright, Jennine (she) <jennine.wright@sac-isc.gc.ca>; Bull, Brenda (she) <Brenda.bull@sac-isc.gc.ca>; Cairns, Blair <blair.cairns@sac-isc.gc.ca>; Ferozdin, Amelia <amelia.ferozdin@sac-isc.gc.ca>; Wujcik, Andrew (he) <andrew.wujcik@sac-isc.gc.ca>

**Cc:** Laboucan, Rhonda (she-elle) <rhonda.laboucan@sac-isc.gc.ca>

**Subject:** FW: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

**Subject: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines**

Dear Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out for clarification or guidance.

Thanks

Parminder

Parminder Thiara MD CCFP FRCPC  
A/Regional Executive Officer

First Nations and Inuit Health Branch, Alberta Region  
Indigenous Services Canada  
(403) 861-8447

Direction Generale de la Sante des Premieres  
Nations et des Inuits, Region de l'Alberta  
Services Aux Autochtones Canada

## Quilty, Jamie Lee

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**From:** Cookson-Hills, Molly (she-elle) on behalf of Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:49 PM  
**To:** Castonguay, Julien  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** RE: Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

**Attachments:** Jordan's Principle external operational bulletin\_feb 10th\_FR.pdf; Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf; ICFI External operational bulletin\_Feb 10\_EN clean.pdf; INTERNAL - Updated operational guidance\_Jordans Principle and Inuit Child First Initiative\_feb 10 clean.pdf

Apologies, resending with slightly updated versions.

Julien

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**From:** Cookson-Hills, Molly (she-elle) **On Behalf Of** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 12:38 PM  
**To:** Castonguay, Julien  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** Important Changes to Jordan's Principle and Inuit Child First Initiative - Guidelines // Changements importants apportés à l'initiative du principe de Jordan's et l'initiative L'enfant inuit d'abord – Lignes directrices

Dear HQ Team,

I hope you're all doing well.

We wanted to inform you of some important operational changes to Jordan's Principle and Inuit Child First Initiative that will be announced publicly on Monday by the Minister ([Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)). As part of this process, we have attached a copy of the new guidelines that is going to all partners and an internal guidance document. *French versions of the internal guidance ICFI bulletin (as well as Inuktitut for ICFI) will follow later in the week.*

More details will be shared in the coming days, but we wanted to ensure you are aware of these changes.

We cannot emphasize enough how much we appreciate your hard work and dedication, especially during this time of adjustment.

If you have any questions, please don't hesitate to reach out to your manager for clarification or guidance.

Best regards,

Julien

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Chère équipe,

J'espère que vous allez bien.

Nous voulions vous informer de certains changements opérationnels importants apportés au principe de Jordan et à l'initiative « L'enfant inuit d'abord », qui seront annoncés publiquement lundi par le ministre ([Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)). Dans le cadre de ce processus, nous avons joint une copie des nouvelles lignes directrices qui seront envoyés aux partenaires ainsi que des lignes directrices internes. *Les versions françaises du bulletin d'orientation interne de l'ICFI (ainsi que l'inuktitut pour l'ICFI) suivront plus tard dans la semaine.*

De plus amples informations seront communiquées dans les prochains jours, mais nous voulions nous assurer que vous étiez au courant de ces changements.

Sachez que nous apprécions votre travail et votre dévouement, en particulier en cette période d'adaptation.

Si vous avez des questions, n'hésitez pas à contacter votre gestionnaire pour obtenir des éclaircissements ou des conseils.

Meilleures salutations,

Julien

**Julien Castonguay (Il | He)**

Sous-ministre adjoint par intérim | Interim Assistant Deputy Minister

Principe de Jordan et l'Initiative les enfants Inuits d'abord | Jordan's Principle and Inuit Child First Initiative

Indigenous Services Canada | Services aux Autochtones Canada

[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca) | (613) 295-3190

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.



## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

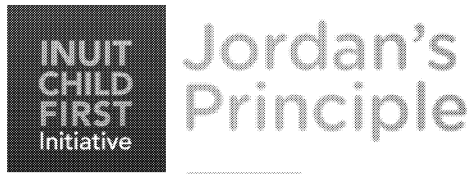
**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.



## Updated Operational Guidance and Direction on the Implementation of the Jordan's Principle and Inuit Child First Initiative

The objective of this document is to provide updated guidance and direction in the implementation of Jordan's Principle and ICFI, including:

- Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI
- Updated direction on the management of group requests
- Determination and escalation process
- Mandatory operational process to expedite the review and determination of individual and group requests
- Updated quality control and monitoring of requests in Jordan's Principle and ICFI.

### 1. Updated direction on the eligibility of products, services and supports approved under Jordan's Principle and ICFI

The updated direction applies to all individual and group requests.

The following types of funding requests under Jordan's Principle and ICFI must be escalated to headquarters for review and determination **without exception**:

- Requests for the purchase, construction or structural renovations of homes (on- or off-reserve) including the following:
  - Funding requests for the purchase or construction of dwellings.<sup>1</sup>
  - Any requests to support structural renovations<sup>2</sup> of dwellings.
  - Any requests for housing-related financial obligations and expenses (e.g., funding or reimbursement of mortgage payments, property taxes, home insurance or other housing purchase or ownership related expenditures, etc.)
  - This update replaces any previous direction, including the November 22, 2023 guidance<sup>3</sup> on housing and renovation requests, which is no longer in effect.

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<sup>1</sup> Dwelling refers to (but not limited to) individual housing units, modular homes, trailer or mobile homes, condominiums or other temporary or permanent housing structures.

<sup>2</sup> Structural renovations involve (but are not limited to) removing and/or replacing the foundation, roof, floor, frame, or exterior/load-bearing walls of a home.

<sup>3</sup> Jordan's Principle and Inuit Child First Initiative Operational Bulletin

Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle— Guidance



## Jordan's Principle

- Non-medical related requests without a specific recommendation from a health professional, including the following:
  - Any purchase of vehicles, including recreational vehicles and within the context of group requests (e.g. land-based healing activities, support to employees, including health, social, education staff or case managers or other similar)
  - Any accessories (furniture, appliances, recreational items, clothing, toys)
  - Non-medical respite including for childcare, babysitting, daycare
- Requests to support sporting events or sport-related training:
  - Including fees, tuition or funding for sports academies (i.e. Elite, competitive), group sporting events (tournaments), and associated travel
- Requests from provincial or territorial school boards (off-reserve) or private schools (off-reserve)
  - This includes funding requests from school boards and schools off-reserve to support educational assistance, educational specialists, tutors, school supplies, administrative fees, laptops or funding
- Requests for services, supports and products for youth over the age of majority in their province or territory of residence
- Funding for international travel

The above direction applies to individual requests and group requests, as well as expenditures made within contribution agreements for Jordan's Principle and ICFI.

This direction does not replace the Back-to Basics approach, it is to provide clarification on certain aspects of the Back-to-Basics approach and provide clear and consistent guidance for assessing requests according to the CHRT orders. For example, providing operational guidance on letters of support and the application of substantive equality.

### **2. Updated direction on the management of group requests**

Updated direction for the management of all group funding requests through Jordan's Principle and ICFI:

- Each new group request should be considered based on unmet needs, gaps in other programs or services, and on a case-by-case basis.
- An existing or previously approved request in Jordan's Principle and ICFI does not represent a commitment for ongoing funding or automatic renewal.





## Jordan's Principle

- Requestors funded through group requests should not spend funds beyond the amount for which they have received a formal written approval through Jordan's Principle and ICFI.
  - Funding should not be spent unless approved first through Jordan's Principle and ICFI.
  - Requests for reimbursements or retroactive payment for previous year's expenditures or deficits that have not previously been approved are not eligible for funding under Jordan's Principle and ICFI.
  - Additional funding beyond (e.g. top-ups, amendments or deficits) what was approved in a group request within a fiscal year will be determined as separate and new requests.
- ISC is not required to pay for costs incurred by a recipient without prior agreement and approval. Therefore, funding spent without a documented funding agreement will not be reimbursed by ISC.
- General administrative fees, including the application of a 10% administrative charge, is no longer eligible for funding under Jordan's Principle and ICFI without exception.
  - All projected administrative expenditures must be itemized and have a demonstrable link to the implementation of the project, program, or service to First Nations and Inuit children below the age of majority.
  - Efforts to obtain financial reports from previous fiscal years for all group requests to Jordan's Principle and ICFI should be discussed with recipients prior to decision-making. For example, further funding in 2024-25 fiscal year may be escalated to headquarters for guidance, review and determination in the absence of audited financial reports. This is to demonstrate that previously approved funding was spent on the intended purpose to support direct services, supports and products for First Nations and Inuit children, and helps determine any unspent funds remaining with a given recipient.
- It is mandatory that funding approved through group requests and transferred through contribution agreements under Jordan's Principle and ICFI adhere to standard financial management, accountability and reporting practices.<sup>4</sup>
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis. All of these unspent funds identified by a

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<sup>4</sup> Funding provided through contribution agreements must adhere to the *Treasury Board Policy on Transfer Payments* and the *Directive on Transfer Payments*, as well as *Indigenous Services Canada's Transfer Payment Management Control Framework*.



recipient for carry-forward will be applied to other future funding requests made by same recipient through Jordan's Principle and ICFI.

- New group requests for funding beyond one fiscal year (i.e. multi-year requests) should not be determined before seeking guidance and confirmation from headquarters.

### **3. Determination and Escalation process**

All requests described in this bulletin are to be escalated to National Headquarters using the Case Management System (CMS).

Previously established reasons for escalating a request continue to be in effect, including the following:

- Where the Region requires advice/support on a request and no resolution has come from a consultation with the HQ Operations Team.
- Where the child is over the Age of Majority. This includes requests that begin when recipient is a child and payment schedule goes beyond when recipient attains Age of Majority.
- Requests for Indigenous children with no status, who do not meet eligibility requirements for Self-Governing First Nations, who are not eligible to be registered, and are not ordinarily resident on-reserve.
- Other requests recommended for denial by the Region.
- Income assistance related requests (rent, groceries, utilities, and accommodations) above 6 months of total cumulative support.

Each region has the opportunity to present escalated cases during their weekly Escalations meetings, the National Daily Urgent escalations meetings, or can be submitted (via CMS) through the regular escalation process.

National Decision Makers will work with the region and Escalations Team to make determinations as quickly as possible.

### **4. Mandatory operational process to expedite the review and determination of individual and group requests**

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of all group requests:

- As additional guidance is being developed, further direction will be issued to provide additional information and facilitate case-by-case decision-making.
- All group requests must be entered into the Jordan's Principle and ICFI Case Management System (CMS) prior to approving funding.



- For group requests, regions must complete the attached Group Request Recommendation Form to provide decision makers with the regional background and the regions' recommendation for each escalated request. When determinations are made, the Escalations Team will upload the determination and the associated rationale for the determination into the Jordan's Principle and ICFI CMS.

The following are mandatory requirements and must be undertaken for the appropriate management, follow up and determination of individual requests:

- To ensure an expedited review of requests, regions are asked to provide as much information as possible using the regional Individual Request Recommendation Form and upload in the Case Management System to support the decision-making process for individual and group requests.

For both Group and Individual requests, the following are mandatory and must be undertaken for the appropriate management, follow up and determination:

- All requests must be accompanied by a letter of recommendation or support that demonstrates the request links directly to the child's unmet health, social or educational needs. For example, requestors should not submit a request for clothing, if not accompanied by letter of recommendation or support from a health professional, within the child's circle of care, indicating the medical need for the items.
- Letters of support must be provided by a health professional, educational professional and/or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required; and must be within the child's circle of care.
- For professionals providing a letter of support, this should be made within their scope of practice. To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain licensure or certification from the appropriate regulatory body in their province or territory of practice. Note: unless there are exceptional circumstances (e.g., limited access to professionals), letters of recommendation will not be accepted from the vendor/service provider and/or anyone affiliated with the vendor/service provider.
- When extension of services is requested, updated letters of support are required to support children's changing needs or to demonstrate a need for continued supports or services.

## **5. Updated quality control and monitoring of requests in Jordan's Principle and ICFI**

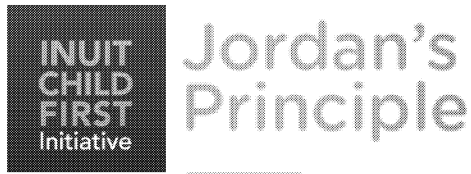
- Jordan's Principle and ICFI will enhance quality control initiatives to implement efficiencies and identify areas of improvement in an ongoing matter.
- This will include weekly checks to reconcile the Jordan's Principle and ICFI CMS with GCIMS.



## Jordan's Principle

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- This will also include verifications to confirm adherence to the above directives. This may include spot checks to ensure eligibility of requestors is appropriately verified and documented or that supporting documents, including relevant letters of support, are submitted.



## Questions and Answers

### General Information

#### **Q: Why are we being asked to escalate more types of requests?**

**A:** To ensure the long-term sustainability of Jordan's Principle and ICFI, we must remain focused on its core mission: ensuring that First Nations and Inuit children do not experience gaps and delays in accessing government services. We recognize a need to implement some immediate measures to ensure greater clarification and accountability. Therefore, the identified types of requests above need to be escalated to National Headquarters for consistent application and case-by-case review.

#### **Q: How do we define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

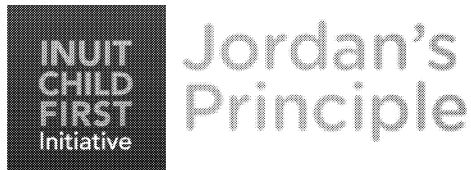
#### **Q: Why do we need to escalate non-medical respite and childcare/daycare requests?**

**A:** Respite is intended for children with significant medical needs or exceptional needs. Not all respite requests submitted meet this definition.

Requests for childcare and daycare should only be approved in circumstances when the services can meet the child's medical or exceptional needs. Requests must be supported by a registered medical professional within their scope of practice.

All respite, childcare and/or daycare must be child specific and meet medical or exceptional needs of the First Nations and Inuit child. Additionally, the provision of these services must be supplied by a certified professional who is qualified to attend to those specific medical or exceptional needs.

#### **Q: What is considered Respite Care?**



**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

Escalating these requests is to support a consistent application of these requirements.

**Q: Can I decide on a request where the application, supporting documents, etc. have not been input into the Jordan's Principle and ICFI Case Management System?**

**A:** Except in truly urgent circumstances, a determination cannot occur until all relevant information (as noted above) has been entered into the Jordan's Principle and ICFI CMS. Data available within Jordan's Principle and ICFI CMS is available for reporting requirements as well as monitoring and release of funds through GCIMS.

## Group Requests

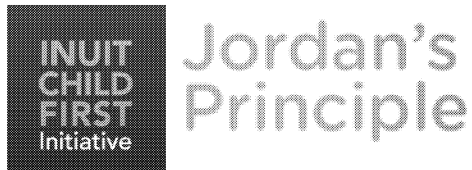
**Q: When should an application to Jordan's Principle and ICFI be considered a group request?**

**A:** Group Requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a Group Request be submitted to?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs;</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as Occupational therapy, Physical Therapy, Speech and Language, Cultural Services, Behavioural Therapy, etc.)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as Youth Mental Health Workers)</li> </ul>

**Q: Are previous bulletins still applicable?**

**A:** Previous bulletins are no longer applicable. This includes:

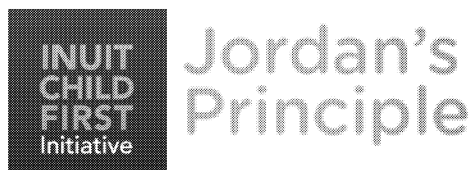


- Jordan's Principle and Inuit Child First Initiative Operational Bulletin Operational Bulletin 004: Direction on Housing and Major Renovation Requests to Jordan's Principle – Guidance

**Q: What is required for completing a group request in the Jordan's Principle and ICFI CMS?**

**A:** The following information is required for group requests.

- **Chart for eligibility, recommendation, and consent** – verbal confirmation may be provided by Service Coordinator/Navigator that this has been obtained and recorded, upon which the Focal Point may accept and document this in the Jordan's Principle and ICFI CMS. This chart should include the following information: child(ren), eligibility, product/service/support accessing/recommender/consent (see below sample list), and must be provided by the Service Coordinator/Navigator upon request by the Focal Point.
- **Child Identifier:** Can be the First Nations and Inuit child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle and ICFI is available for First Nations and Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*.
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle and ICFI
  - is ordinarily resident on reserve
- **Program/service child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program/service:** Name and position of the professionals in child's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child. **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested. **Confirmation of eligibility for Inuit children:**



A child/youth under the Age of Majority in their province or territory of residence can access the Inuit Child First Initiative, if they permanently reside in Canada and if the child/youth meets one of the following criteria:

1. is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada;
2. has a parent who is a beneficiary or entitled to be a beneficiary of an Inuit Land Claim Organization in Canada.

*\*With the exclusion of Nunatsiavut, the child must be recognized by Nunatsiavut Government, for the purposes of Inuit Child First Initiative.\**

**Q: How should each First Nations child be represented in a group request?**

**A:** Example of a list to identify children for the group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith –Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech Language therapy, Autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and





## Jordan's Principle

- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

### **Q: What is the reason for the change in reporting requirements for group requests?**

**A:**

Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC provided flexibility to funding recipients regarding the submission of annual audited financial statements..

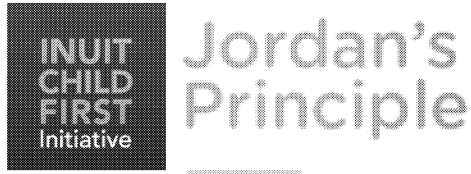
### **Q: What is the reason for reinforcing financial management of group requests funding in contribution agreements?**

**A:** On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements. Commonly, financial reporting is undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and that the recipient's financial situation is sufficiently stable to ensure continued delivery of funded programs and/or services.

### **Q: What is meant by "input of requests into the Jordan's Principle and ICFI Case Management System (CMS) is mandatory and required prior to approving funding to monitor available funds"?**

**A:** Group Requests will only be reviewed and determined once all relevant documents have been submitted and entered into the Jordan's Principle and ICFI Case Management System (CMS). Regions will be required to upload all email communications, meeting notes with the recipient, the application, adjudication notes, and briefing notes (with items in the requestors application/proposal and respective dollar amounts). Once all the above information is entered, the Region may then review and adjudicate the request within their respective adjudication limits. Once the adjudication(s) at the regional or national level are completed, the region is to advise the recipient by sending a decision notification, which is to be uploaded into the Jordans' Principle CMS. This could be in the form of an email or letter.

### **Q: For group requests where previous year reporting has not been received, what is the process? Do we make a contact attempt or escalate to the National Office?**



A: Regions should contact requestor to attempt to obtain the previous year reporting .

If the region is not able to obtain the documentation required in a reasonable amount of time, the request can be escalated to the National Office indicating the reason for escalation as reporting documentation has not been received. The request will be determined by the National Office, indicating in the rationale what documentation is required. Upon receipt of said documentation, a re-review can be initiated. Re-reviews are the authority of the National Office, all requests for re-review must be escalated.

**Q: When am I required to draft a Briefing Note for Group Requests?**

**A:** See below for the **Appendix A: Updated Delegation of Authority and Briefing Note Requirements for Group Requests:**

JORDAN'S PRINCIPLE AND ICFI GROUP REQUEST BRIEFING NOTE REQUIREMENTS		
Dollar Amount	BN Required	Delegated Authority
Up to \$1.0M *	Regional discretion	FNIHB Regional Executive
\$1.0M and above *	Yes	FNIHB HQ Director General or above

\* Group request amounts are the amount per year/fiscal year of the project.



## **Inuit Child First Initiative Operational Bulletin**

### **Updates to the Implementation of the Inuit Child First Initiative**

**Objective:** To provide information on the changes to operating procedures related to processing requests under the Inuit Child First Initiative.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle. The implementation of these changes will also apply to the Inuit Child First Initiative as operationally it has mirrored Jordan's Principle processes since its creation in 2018 as the interim approach for Inuit children.

ISC and Inuit partners are continuing to co-develop an Inuit specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery. While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

ISC is working on the implementation of the Inuit Child First Initiative and its long-term sustainability. ISC is reviewing processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services Inuit children can access through the Inuit Child First Initiative and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under the Inuit Child First Initiative. To make sure resources are used in line with the Inuit Child First Initiative, requests must relate to achieving substantive equality for Inuit children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making to regional offices to limit duplication in processes and extending decision making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities



4. Other information
5. Questions and answers

## **1. Information about requests**

### **What is being clarified**

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the Inuk child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a Inuk child

Requests need to include appropriate supporting documentation from a licensed professional. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under the Inuit Child First Initiative, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport-related training unless they are linked to the specific health, social, or educational needs of the Inuk child.
- International travel, unless it is related to an exceptional medical need of an Inuk child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific



recommendation based on their professional designation and their knowledge of the Inuk child's specific needs.

- School-related requests, unless linked to the specific health, social or educational need of the Inuk child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards or other existing provincial and federally funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

### **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

### **Eligibility for children under the Inuit Child First Initiative**

- These changes do not impact the eligibility of Inuit children under the Inuit Child First Initiative. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1536348095773/1536348148664>.
- Eligibility for the Inuit Child First Initiative continues to be for Inuit children under the age of majority in their province or territory of residence.

### **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**



- Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through the Inuit Child First Initiative.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under the Inuit Child First Initiative.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under the Inuit Child First Initiative.
- Funding approved through group requests and transferred through contribution agreements under the Inuit Child First Initiative **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.



- New group requests for Inuit Child First Initiative funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.
- Group requests should clearly demonstrate how the proposed activity or service will benefit each Inuk child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their eligibility for the Inuit Child First Initiative.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional, Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - To-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of the Inuit Child First Initiative, ISC must remain focused on its core mission: providing funding to Inuit children who face barriers to accessing products, services and supports.



- ISC is working to establish coordinated, integrated services that Inuit can access to better meet an Inuk child's distinct needs and provide substantially equal access to government services, while the Inuit Child First Initiative continues to address gaps, delays and denials in services.
- ISC is committed to the co-development and sustainability of the long-term, Inuit specific approach to the Inuit Child First Initiative.

### **How this aligns with the long-term, Inuit specific approach to the Inuit Child First Initiative**

- ISC and Inuit partners are continuing to co-develop an Inuit-specific approach that will form the basis of operations for the long term and, when approved, will work together to transition to that model of delivery.
- While co-development continues, ISC Regions will work to ensure that the implementation of this updated direction reflects the unique context for the Inuit Child First Initiative.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial, territorial or Inuit government to see what is available.

## **5. Questions and Answers**

### **General Information**

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.





**Q: What is considered Respite Care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

**Group Requests**

**Q: When should an application to the Inuit Child First Initiative be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

Who can a group request be submitted for?	What are common Group Requests?
<ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>

**Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child Identifier:** Can be the Inuk child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** The Inuit Child First Initiative is available for Inuit children under the age of majority in their province or territory of residence
- **Confirmation of eligibility for Inuit children:** The Inuk child must be recognized by an Inuit land claim organization. Proof of beneficiary enrollment with an Inuit land claim organization can be used to identify a child as eligible for the Inuit Child First Initiative.
- **Program or service each child will be accessing:** List each program or service that each child will be accessing, supported by the appropriate recommender.



- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent received from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

**Q: How should each Inuk child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	Child is a beneficiary #123456	Occupational therapy, Speech Language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Child is entitled to be a beneficiary	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is a beneficiary #123456	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Child is entitled to be a beneficiary	Equine therapy	Joseph Clearwater Community Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the Inuit Treaty Organization's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.



**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

**Quilty, Jamie Lee**

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**From:** [REDACTED]  
**Sent:** Friday, February 14, 2025 4:07 PM  
**To:** Berland, Frankie  
**Cc:** [REDACTED]  
**Subject:** Re: Important Operational Changes to Jordan's Principle

Hello Frankie:

Thank you for sharing the Operational Bulletin regarding Jordan's Principle Funding. Please provide additional clarification on the following information in the bulletin:

Kind regards,

On Mon, Feb 10, 2025 at 1:10 PM Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)> wrote:

Dear Jordan's Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region

First Nations and Inuit Health Branch

Indigenous Services Canada/Government of Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta

Direction générale de la santé des Premières nations et des Inuits

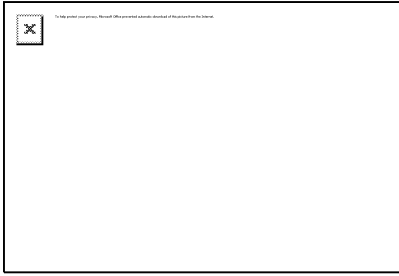
Services aux Autochtones Canada/Gouvernement du Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



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Quilty, Jamie Lee

**From:** Berland, Frankie  
**Sent:** Tuesday, February 11, 2025 4:17 PM  
**To:** [REDACTED]  
**Cc:** Berland, Frankie; Onyegbula, Cynthia; AB REO Admin  
**Subject:** RE: Important Operational Changes to Jordan’s Principle

**Importance:** High

Hi [REDACTED]

Sure, when and where are you thinking? I am copying my EA Candace who can help coordinate this.

If y’all want to send us the questions in advance, it will help us ensure y’all get concrete answers.

Thx

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

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Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

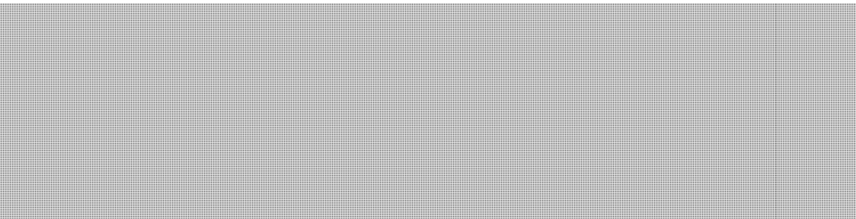
Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.  
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

**From:** [REDACTED]  
**Sent:** Tuesday, February 11, 2025 1:13 PM  
**To:** Berland, Frankie  
**Subject:** Re: Important Operational Changes to Jordan’s Principle

Hi Frankie,

Can we have a presentation for our HD’s on this. There will be a lot of questions I am sure.

**\*\*Please note my new email address, I will be fully transitioning to this email and will no longer be using ‘@g4tc.org’.**  
**Thank You\*\***



**From:** "Griffith, Candace (she-elle)" <candace.griffith@sac-isc.gc.ca> on behalf of "Berland, Frankie" <frankie.berland@sac-isc.gc.ca>  
**Date:** Monday, February 10, 2025 at 1:05 PM  
**Subject:** Important Operational Changes to Jordan’s Principle

Dear Health Directors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan’s Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan’s Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

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**Quilty, Jamie Lee**

---

**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 6:09 PM  
**To:** [REDACTED]  
**Cc:** Onyegbula, Cynthia; Berland, Frankie; Matchullis, Bethany  
**Subject:** RE: Important Operational Changes to Jordan's Principle

Good Afternoon

I am copying Bethany Matchullis, Manager who can assist you with your inquiry.

Thx

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
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Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

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**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 2:37 PM  
**To:** Berland, Frankie  
**Subject:** Re: Important Operational Changes to Jordan's Principle

Thank you Frankie for the information. Will you be the person I can meet with in behalf of questions I may need for our upcoming application?

On Mon, Feb 10, 2025 at 1:10 PM Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)> wrote:

Dear Jordan's Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link:  
[Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region

First Nations and Inuit Health Branch

Indigenous Services Canada/Government of Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta

Direction générale de la santé des Premières nations et des Inuits

Services aux Autochtones Canada/Gouvernement du Canada

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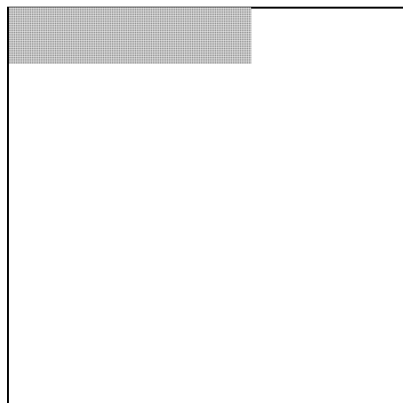
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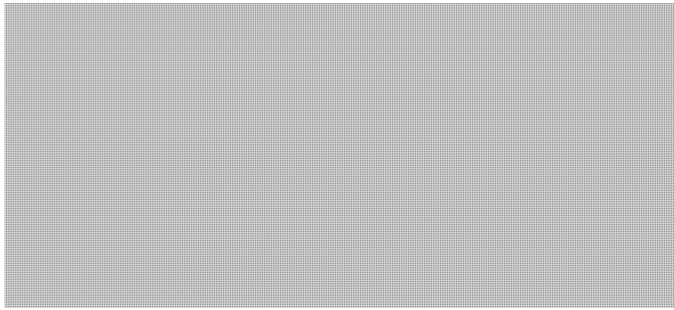
Gouvernement  
du Canada

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Thank you,

In the Spirit of Our Youth





**Quilty, Jamie Lee**

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 6:02 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]; Onyegbula, Cynthia; Berland, Frankie  
**Subject:** RE: Important Operational Changes to Jordan's Principle  
**Importance:** High

Good Afternoon [REDACTED]

Thank you for your email and your request for clarification.

I have advanced your inquiry to our National Headquarters for their clarification. Once I receive a response, I will immediately inform you accordingly.

Thank you,

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
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I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

**From:** [REDACTED]  
**Sent:** Monday, February 10, 2025 2:18 PM  
**To:** Berland, Frankie  
**Cc:** [REDACTED]  
**Subject:** Re: Important Operational Changes to Jordan's Principle

Hi Frankie

Thank you so much for sharing this update [REDACTED] was so fortunate to coordinate with Jordans Principle to support group funding for the current school year to approximately 80 First Nations students in our school division. This targeted funding for the identified students created the opportunity to build individualized support to fill gaps and build success for the identified students with their social emotional and academic need (all student have First Nations status and evidence of need). The impact has been incredible. The growth the students have experienced is evident and we are so hopeful that it will continue.

We have close relationships with our neighbouring community of [REDACTED] come in to our school division from on reserve. We have approximately 600 First Nations students across our school division.

I'm asking for clarity around the following from the bulletin

## Jordan's Principle

- School-related requests, unless linked to the specific need of the First Nations child. Supports to school boards and schools will be redirected to provincial school board and federally-funded programs.

Can you please clarify this item? Are we able to support student applications any further as an off-reserve school board? Thank you for any information you can provide in this regard.

In appreciation,

Take Care,

On Mon, Feb 10, 2025 at 1:10 PM Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)> wrote:

Dear Jordan's Principle Requestors,

Further to my email of January 31, 2025, I am writing to share an update on the latest operational changes and provide you with a copy of the Jordan's Principle Operational Bulletin (Guidelines).

Please find the details of these changes in the attached operational bulletin and at the following link:  
[Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to me.

Rest assured that ISC remains committed to the implementation of Jordan's Principle. My Team and I will continue to work with you and apprise you of any further updates.

Thank you for your patience and our ongoing working relationship.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region

First Nations and Inuit Health Branch

Indigenous Services Canada/Government of Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta

Direction générale de la santé des Premières nations et des Inuits

Services aux Autochtones Canada/Gouvernement du Canada

[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



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Quilty, Jamie Lee

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, February 14, 2025 7:15 PM  
**To:** Bagshaw, Jules (she-elle); Stefanis, Tasha (she-elle)  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** RE: Important Operational Changes to Jordan's Principle

Hi Andrea,  
As mentioned at the meeting, for now we do not have additional comms materials. We will direct our partners to our website.  
We will be updating FAQ section soon.  
Thanks,  
Liliana

**From:** Bagshaw, Jules (she-elle)  
**Sent:** Friday, February 14, 2025 10:09 AM  
**To:** Gutierrez, Liliana (she-elle) ; Stefanis, Tasha (she-elle)  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Importance:** High

Hi both,  
Please see Andrea's question below and advise?  
Thanks so much  
Jules

**From:** Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Sent:** Thursday, February 13, 2025 4:02 PM  
**To:** Pinay, Crystal <[crystal.pinay@sac-isc.gc.ca](mailto:crystal.pinay@sac-isc.gc.ca)>; Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>  
**Subject:** FW: Important Operational Changes to Jordan's Principle  
**Importance:** High

FYI on the below request. I'm cognizant that we likely won't be permitted to develop a regionally specific communique, but I'm wondering if there is any additional comms materials being developed nationally that I can reference when I discuss this request with [REDACTED]?

Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)  
306-216-2367

Alliée/Allié de l'Espace positif  Positive Space Ally

**From:** [REDACTED]  
**Sent:** Thursday, February 13, 2025 1:42 PM  
**To:** [REDACTED] SK Region RDG-REO Office <[skregionrdgreo@sac-isc.gc.ca](mailto:skregionrdgreo@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Cc:** [REDACTED]  
**Subject:** RE: Important Operational Changes to Jordan's Principle  
**Importance:** High

Good afternoon Andrea,  
  
In light of Canada's recent changes to the operations of Jordan's Principle, there are many unanswered questions and assumptions being circulated on social media.

As per Vice Chief’s direction below, I am reaching out to work with you and your regional Jordan’s Principle department to develop a communique based on factual information and the specifics of the wording of the new operations and guidelines.  
Please send me the names of who we can work with on getting this communique developed and out to Leadership and the communities asap.

Thank you,

---

**From:**  
**Sent:** February 10, 2025 1:33 PM  
**To:** SK Region RDG-REO Office <[skregionrdgreo@sac-isc.gc.ca](mailto:skregionrdgreo@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>  
**Cc:**  
**Subject:** Re: Important Operational Changes to Jordan’s Principle

Thank you Andrea for the information we will work with your office on a communique for our leadership and technical tables.  prep a BN for leadership and regional techs for distribution to tribal councils and independent bands.

Get [Outlook for iOS](#)

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**From:** SK Region RDG-REO Office <[skregionrdgreo@sac-isc.gc.ca](mailto:skregionrdgreo@sac-isc.gc.ca)>  
**Sent:** Monday, February 10, 2025 12:50:23 PM  
**Subject:** Important Operational Changes to Jordan’s Principle

Dear Partners,

We would like to inform you of some important operational changes to Jordan’s Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan’s Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to our generic email: [principedejordansk\\_admission-jordansprinciplesk\\_intake@sac-isc.gc.ca](mailto:principedejordansk_admission-jordansprinciplesk_intake@sac-isc.gc.ca)

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

Regards,  
Andrea Reynoldson (she-elle)  
A/Regional Executive  
First Nations & Inuit Health, Saskatchewan Region  
Indigenous Services Canada  
Email: [andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)

Alliée/Allié de l’Espace positif  Positive Space Ally

## Quilty, Jamie Lee

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**From:** Berland, Frankie  
**Sent:** Monday, February 10, 2025 2:02 PM  
**To:** Thiara, Parminder; Onyegbula, Cynthia  
**Cc:** Berland, Frankie  
**Subject:** RE: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan  
**Attachments:** Jordan's Principle external operational bulletin\_clean\_feb10\_EN.pdf

Hi Parm

I have just sent the EAs two separate emails to send out: one to all Health Directors, and one to all Jordan's Principle Requestors.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
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Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.  
I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Thiara, Parminder  
**Sent:** Monday, February 10, 2025 11:30 AM  
**To:** Onyegbula, Cynthia ; Berland, Frankie  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan

**Can you please review and add in pieces that can go to the health directors/ requestors? I've fixed the email to go to Chiefs from my inbox. Frankie can you send from your inbox to the others?**

Dear [Partner's Name/Team],

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [XX] at [XX's contact details].

They will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

# Jordan's Principle

## Jordan's Principle Operational Bulletin

### Updates to the Implementation of Jordan's Principle

**Objective:** To provide information on the changes to operating procedures related to processing requests under Jordan's Principle.

Indigenous Services Canada (ISC) is implementing changes to operating procedures related to processing requests under Jordan's Principle.

ISC is reviewing Jordan's Principle processes and policies at regional and national levels with long-term sustainability in mind. This will ensure more consistent and clearer policies and communications about the services First Nations children can access through Jordan's Principle and the required documentation to access those services and supports.

ISC has begun implementing updated procedures for the approval of products, services, and supports under Jordan's Principle. To make sure resources are used in line with Jordan's Principle, requests must relate to achieving substantive equality for First Nations children.

Due to the significant increase in the numbers of requests, ISC is implementing new ways to process requests to expedite decision making and address the increased demand.

ISC is expanding the decision making in regional offices to limit duplication in processes and extending decision-making powers to regional staff to speed up the processing of requests.

To better understand how this might impact you, here is what you need to know:

1. Information about requests
2. For parents and guardians
3. For communities
4. Other information
5. Questions and answers

# Jordan's Principle

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## 1. Information about requests

### What is being clarified

Please note that certain types of requests will no longer be approved based on criteria below. Requests that have not been processed or received yet will be subject to the following.

Any request must show:

1. How the requested product, service or support meets the distinct needs of the First Nation child, and
2. How the child either:
  - a. experienced gaps or delays in accessing government services, or
  - b. was denied an existing government service because of their identity as a First Nations child

Requests need to include appropriate supporting documentation from a professional, as described in section 2 – Information to include with the request for the child. This documentation must clearly link the requested product, service, or support to the child's specific needs.

Additionally, ISC has determined, based on its analysis of legal obligations related to substantive equality under Jordan's Principle, that funding for the following items will not be approved unless such funding is required by substantive equality:

- Purchase, construction or structural renovations of homes.
- Requests to support sporting events or elite/competitive sport related training, unless they are linked to the specific health, social, or educational needs of the First Nations child.
- International travel, unless it is related to an exceptional medical need of the First Nations child.
- Non-medical supports such as travel costs, non-medical respite care, child care, clothing, furniture and vehicles, unless accompanied by a letter of support from a medical professional. The professional must be able to provide a child-specific recommendation based on their professional designation and their knowledge of the First Nation child's specific needs.

# Jordan's Principle

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- School-related requests, unless linked to the specific health, social or educational need of the First Nations child. Supports to school boards off-reserve and private schools will be redirected to provincial school boards, or other existing provincial and federally-funded programs.
- Automatic administrative fees within group requests, including salaries, service fees and overhead costs.

## **Repeats of previous requests**

- Each new request will be considered on a case-by-case basis. An existing or previously-approved request does not guarantee that a request for new funding will be renewed or approved.

## **Eligibility for children under Jordan's Principle**

- These changes do not impact the eligibility of First Nations children under Jordan's Principle, as defined by the Canadian Human Rights Tribunal. For information about eligibility of children, visit <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec2>.
- Eligibility for Jordan's Principle continues to be for First Nations children under the age of majority in their province or territory of residence.

## **For help or more information**

- If you have any questions or need assistance with preparing your request, please contact your regional focal point (<https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec3>). They are available to provide guidance and support throughout the process.
- If your request is denied, you may appeal the decision following the process outlined at <https://www.sac-isc.gc.ca/eng/1568396296543/1582657596387#sec8>

## **2. For parents and guardians**

### **Information to include with the request for a child**

- **Detailed description of the child's needs:**
  - Clearly explain how the requested product, service, or support will address the child's specific health, social or educational needs.

## Jordan's Principle

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- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the child's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the child, and the supports required. They must be within the child's circle of care.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - If you are requesting additional funding to extend services for the child, updated letters of support are required to support the child's changing needs or to demonstrate a need for continued supports or services.
  - Include any relevant assessments or diagnoses.
- **Cost breakdown:**
  - Provide a clear breakdown of the costs associated with the request.

### 3. For communities

#### Management of group requests

- Funding should not be spent unless approved first through Jordan's Principle.
- Previous year's expenditures or deficits that have not previously been approved are not eligible for reimbursement under Jordan's Principle.
- General administrative fees, including the application of an automatic 10% administrative charge, is no longer funded under Jordan's Principle.
- Funding approved through group requests and transferred through contribution agreements under Jordan's Principle **must** adhere to standard financial management, accountability and reporting practices.
- At the end of a fiscal year, any unspent funds from group requests must be reported and will be assessed on a case-by-case basis.
- New group requests for Jordan's Principle funding beyond one fiscal year (i.e. multi-year requests) are no longer approved.



## Jordan's Principle

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- Group requests should clearly demonstrate how the proposed activity or service will benefit each First Nations child within the request.

### Information to include with group requests

- **List of children:** Include each child's name, date of birth, and confirmation of their First Nations eligibility.
- **Needs assessment:** Explain the shared needs of the children in the group and how the request will address those needs.
- **Supporting documentation:**
  - All requests must be accompanied by a letter of support that demonstrates how the requested product, service or support links directly to the children's unmet health, social or educational needs.
  - Letters of support must be provided by a health professional, educational professional or Elder or Knowledge Keeper, depending on their expertise as it relates to their ability to determine the unmet needs of the children, and the supports they require.
  - For professionals providing a letter of support, this should be made within their scope of practice.
  - Top-up funding will not be provided
  - Include any relevant assessments or diagnoses.
- **Detailed budget:** Provide a breakdown of all costs.
- **Financial reports:** If you have received previous funding, you must submit financial reports from the previous fiscal year and identify any carry forwards.

## 4. Other information

### Why these changes are happening

- To help the long-term sustainability of Jordan's Principle, ISC must remain focused on its core mission: providing funding to First Nations children who face barriers to access products, services and supports.
- ISC is working to establish coordinated, integrated services that First Nations can access to better meet First Nations children's distinct needs and provide substantially equal access to government services, while Jordan's Principle continues to address gaps, delays and denials in services.

## Jordan's Principle

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- ISC is committed to long term reform and the sustainability of Jordan's Principle to continue filling gaps and addressing delays and denials to access products, services and supports.

### **How this aligns with Canadian Human Rights Tribunal orders**

- Jordan's Principle is meant to make sure that First Nations children do not experience gaps or delays in accessing government services, and that they are not denied government services, because of their identity as First Nations children. At the same time, it does recognize that the responsibility to support First Nations children remains with both provincial and federal governments.
- Jordan's Principle is not intended to duplicate or change the scope of supports provided by federal government programs or jurisdictions.

### **Other programs or services**

- There may be other funding programs or services available in your province or territory. Please check with your provincial or territorial government to see what is available.

# Jordan's Principle

## 5. Questions and answers

### General Information

#### **Q: How does ISC define a letter of recommendation by a 'health professional'?**

**A:** To be recognized as a health professional, individuals must typically complete relevant education, training, and obtain and maintain a license or certification in good standing from the appropriate regulatory body in their province or territory of practice.

The health professional writing a letter of recommendation must be providing child-specific recommendations based on their professional scope of practice, and be within the child or children's circle of care. Letters of recommendation are expected to outline the services required for each child and the needs being met through the recommended service.

#### **Q: What is considered respite care?**

**A:** Respite care is intended to provide family or caregivers with temporary relief from the emotional and physical demands of caring for a child with significant medical needs or exceptional needs.

### Group Requests

#### **Q: When should an application to Jordan's Principle be sent as a group request?**

**A:** Group requests should be used instead of individual requests when the needs of children seeking services are more effectively met as part of the collective needs of a defined group.

<p><b>Who can a group request be submitted for?</b></p> <ul style="list-style-type: none"> <li>• A group of children (more than one child) within one family, or from multiple families or guardians with specific needs</li> <li>• A group of children with specific needs within the same community, or under the care of the same organization or educational institution</li> </ul>	<p><b>What are examples of group requests?</b></p> <ul style="list-style-type: none"> <li>• Requests to contract professionals to provide services for groups of children (such as occupational therapy, physical therapy, speech and language, cultural services, behavioural therapy)</li> <li>• Requests for specialized individuals to assist a group of children in social contexts (such as youth mental health workers)</li> </ul>
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## Jordan's Principle

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### **Q: What is required for completing a group request?**

**A:** The following information is required for group requests.

- **Child identifier:** Can be the First Nations child's name, initials or another identifier such as a student number
- **Child's date of birth or age:** Jordan's Principle is available for First Nations under the age of majority in their province or territory of residence
- **Confirmation of eligibility for First Nations children:**  
First Nations children must meet one of the following criteria:
  - is registered or eligible to be registered under the *Indian Act*
  - has one parent or guardian who is registered or eligible to be registered under the *Indian Act*
  - is recognized by their nation for the purposes of Jordan's Principle
  - is ordinarily resident on reserve
- **Program or service each child will be accessing:** list each program or service that each child will be accessing, supported by the appropriate recommender.
- **Recommender of program or service:** Name and position of the professionals in the children's circle of care who are recommending the service, and who have a professional background in the program or service being requested for each child. For example, a dentist cannot recommend mental health supports for a child; however, they can recommend dental procedures for a child.
- **Consent from parent or legal guardian:** Attestation that consent has been obtained and is on file, and can be provided to ISC if requested.

# Jordan's Principle

**Q: How should each First Nations child be listed in a group request?**

**A:** Example of how to list children in a group request:

Child identifier	Child's date of birth or age	Confirmation of eligibility	Program or service child will be accessing	Recommender of program or service	Person who provided consent
John Smith	June 1, 2015	registered #123456	Occupational therapy, speech language therapy	Dr. Sarah Smith – Family physician (letter attached)	Father
Jane Doe	April 26, 2016	Lives on reserve	Speech language therapy, autism assessment	Dr. Peter Benton – Pediatrician	Mother
Timothy Allen	Oct 7, 2019	Parent is registered	Equine therapy, physiotherapy	Kyle Brewer – physiotherapist	Mother
Samantha Summers	May 3, 2017	Recognized by nation	Equine therapy	Joseph Clearwater Nation Elder	Father

A group request is complete if:

- all the above information is provided
- there is a demonstrated need or gap, and
- the letter of support from the professional or the nation's identified Elder (if related to mental health or culture) provides a link to how the requested product, service or support meets that need.

**Q: What is the reason for the change in reporting requirements for group requests?**

**A:** Financial reporting is usually undertaken to gather information on whether approved funding is spent according to the terms and conditions of funding agreements, and to

## Jordan's Principle

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confirm that the recipient's financial situation is sufficiently stable for the continued delivery of funded programs or services. On an exceptional basis during the COVID-19 pandemic, ISC did not require funding recipients to submit annual audited financial statements.

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Friday, February 21, 2025 11:02 AM  
**To:** Cookson-Hills, Molly (she-elle); Gutierrez, Liliana (she-elle)  
**Cc:** Stefanis, Tasha (she-elle)  
**Subject:** RE: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

yes

---

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Friday, February 21, 2025 10:59 AM  
**To:** Castonguay, Julien ; Gutierrez, Liliana (she-elle)  
**Cc:** Stefanis, Tasha (she-elle)  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Confirming I'm good to send this up to DLO for Lydia?

Molly

---

**From:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Sent:** Friday, February 14, 2025 8:00 AM  
**To:** Staska, Kevin <[Kevin.Staska@justice.gc.ca](mailto:Kevin.Staska@justice.gc.ca)>; Anderson, Dayna (she; her | elle; la) <[Dayna.Anderson@justice.gc.ca](mailto:Dayna.Anderson@justice.gc.ca)>; Graham, Katerina <[Katerina.Graham@justice.gc.ca](mailto:Katerina.Graham@justice.gc.ca)>; Bird, Sarah (she; her | elle; la) <[Sarah.Bird@justice.gc.ca](mailto:Sarah.Bird@justice.gc.ca)>; Dueck-Read, Alicia (she her elle la) <[Alicia.Dueck-Read@justice.gc.ca](mailto:Alicia.Dueck-Read@justice.gc.ca)>; Crowley, Marie <[Marie.Crowley1@justice.gc.ca](mailto:Marie.Crowley1@justice.gc.ca)>; Bourry, Marie <[Marie.Bourry@justice.gc.ca](mailto:Marie.Bourry@justice.gc.ca)>  
**Cc:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>; Milliken, Rachel (she) <[rachel.milliken@sac-isc.gc.ca](mailto:rachel.milliken@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Shah, Lena <[Lena.Shah@sac-isc.gc.ca](mailto:Lena.Shah@sac-isc.gc.ca)>; McPhee, Holly (she-elle) <[Holly.McPhee@sac-isc.gc.ca](mailto:Holly.McPhee@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Robinson, Grant <[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca)>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Subject:** FW: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Hi,  
Please find attached revised letter from the Caring Society.  
Thanks,  
Liliana

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**From:** Brittany Mathews <[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)>  
**Sent:** Thursday, February 13, 2025 4:34 PM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>;  
Good day,

Please see attached revised letter.

Thank you,

**Brittany Mathews** (she/her)

Director of Reconciliation and Policy

First Nations Child & Family Caring Society

[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)

613-230-5885

[fncaringsociety.com](https://www.fncaringsociety.com) Facebook: @caringsociety

Twitter: @caringsociety Instagram: @spiritbearandfriends

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**From:** Brittany Mathews <[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)>

**Date:** Thursday, February 13, 2025 at 1:14 PM

**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>, Gutierrez, Liliana <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>

**Cc:** Secretariat Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>, Adam Warner [REDACTED] Bergamin, Tania (she-elle) <[tania.bergamin@sac-isc.gc.ca](mailto:tania.bergamin@sac-isc.gc.ca)>, Buck, Lacey (she-elle) <[Lacey.Buck@sac-isc.gc.ca](mailto:Lacey.Buck@sac-isc.gc.ca)>, Caring Society Reception <[reception@fncaringsociety.com](mailto:reception@fncaringsociety.com)>, Chi Larocque [REDACTED], Cindy Blackstock [REDACTED],

[REDACTED], Corbett, Jodi (she-elle) <[jodi.corbett@sac-isc.gc.ca](mailto:jodi.corbett@sac-isc.gc.ca)>, [REDACTED]

[REDACTED] Howell, Glenn <[glenn.howell2@sac-isc.gc.ca](mailto:glenn.howell2@sac-isc.gc.ca)>, Jennifer King

<[jkking@fncaringsociety.com](mailto:jkking@fncaringsociety.com)>, [REDACTED], Joyce Spence

[REDACTED] Kasper, Catherine <[catherine.kasper@sac-isc.gc.ca](mailto:catherine.kasper@sac-isc.gc.ca)>, Kim Rumley

[REDACTED] Larose, Mathieu <[Mathieu.Larose@sac-isc.gc.ca](mailto:Mathieu.Larose@sac-isc.gc.ca)>, Lauren Doxtater

[REDACTED] Maggie Wente <[REDACTED]> Mariah Sylvester [REDACTED]

Mirabelli, Meaghan (she-elle) <[Meaghan.Mirabelli@sac-isc.gc.ca](mailto:Meaghan.Mirabelli@sac-isc.gc.ca)>, mmurray@nan.ca <[REDACTED]>

Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>, Musgrave, Sandra <[sandra.musgrave@sac-isc.gc.ca](mailto:sandra.musgrave@sac-isc.gc.ca)>,

Onyegbula, Cynthia <[cynthia.onyegbula@sac-isc.gc.ca](mailto:cynthia.onyegbula@sac-isc.gc.ca)>, Rhoda Hallgren [REDACTED] Robin

Quachegan [REDACTED] Robinson, Grant <[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca)>, Sabitova, Vanessa

<[Vanessa.Sabitova@sac-isc.gc.ca](mailto:Vanessa.Sabitova@sac-isc.gc.ca)>, Sanderson, Mary-Lou <[mary-lou.sanderson@sac-isc.gc.ca](mailto:mary-lou.sanderson@sac-isc.gc.ca)>, Steeves,

Sarah <[Sarah.Steeves@sac-isc.gc.ca](mailto:Sarah.Steeves@sac-isc.gc.ca)>, Wilson-Clark, Samantha (she-elle) <[Samantha.Wilson-Clark@sac-isc.gc.ca](mailto:Samantha.Wilson-Clark@sac-isc.gc.ca)>,

Yeyatakenhas Doxtator <[REDACTED]> Jessica Raby <[jraby@fncaringsociety.com](mailto:jruby@fncaringsociety.com)>,

Charmaine [REDACTED] 'Alicia Moulton' [REDACTED] 'Courtney

Wheelton' [REDACTED] 'Emily King' [REDACTED], 'Jessica Quinn'

[REDACTED] Kelly Holley [REDACTED] 'Roxanne Cook'

[REDACTED] 'Sinead Dearman' [REDACTED] 'Steve Courtoreille'

[REDACTED] Tara Levi [REDACTED] 'Wendy Trylinski' [REDACTED]

'Shadelle Chambers' [REDACTED], 'Zachariah General' [REDACTED]

**Subject:** Re: Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Good day,

Please see attached letter from the Caring Society regarding ISC's Jordan's Principle Operational Bulletin.

Thank you,

**Brittany Mathews** (she/her)

Director of Reconciliation and Policy

First Nations Child & Family Caring Society

[bmathews@fncaringsociety.com](mailto:bmathews@fncaringsociety.com)



613-230-5885

[fncaringsociety.com](http://fncaringsociety.com) Facebook: [@caringsociety](https://www.facebook.com/caringsociety)  
Twitter: [@caringsociety](https://twitter.com/caringsociety) Instagram: [@spiritbearandfriends](https://www.instagram.com/spiritbearandfriends)

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**From:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)> on behalf of Secretariat  
Commun\_PrincipedeJordan / Jordans Principle\_Common Secretariat <[secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)>

**Date:** Monday, February 10, 2025 at 2:52 PM

**To:**

**Subject:** Important Operational Changes to Jordan's Principle // Modifications opérationnelles importantes du principe de Jordan Dear Jordan's Principle Operations Committee members,

Dear Jordan's Principle Operations Committee members,

We would like to inform you of some important operational changes to Jordan's Principle. Please find the details of these changes in the attached operational bulletin and at the following link: [Statement by Minister Hajdu on the changes to operating procedures related to processing requests under Jordan's Principle - Canada.ca](#)

Should you have any questions or require further clarification, please do not hesitate to reach out to [secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)

We will be happy to assist you with any inquiries or concerns.

Thank you for your attention to these updates.

\*\*\*\*\*  
\*\*\*\*\*

Chers membres du Comité des opérations de principe de Jordan,

Nous souhaitons vous informer de certains changements opérationnels importants apportés au principe de Jordan. Vous trouverez les détails de ces changements dans le document ci-joint ou suivant ce lien : [Déclaration de la ministre Hajdu sur les changements apportés aux procédures opérationnelles liées au traitement des demandes en vertu du principe de Jordan - Canada.ca](#)

Si vous avez des questions ou si vous souhaitez obtenir des précisions, n'hésitez pas à contacter aux [secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca](mailto:secretariat-principedejordan-jordansprinciple@sac-isc.gc.ca)

Ella se fera un plaisir de vous aider pour toute question ou préoccupation.

Nous vous remercions de l'attention que vous porterez à ces mises à jour.

**Jordan's Principle Correspondence - Correspondance du principe de Jordan**  
**National Office - Bureau national**

Quilty, Jamie Lee

**From:** Castonguay, Julien  
**Sent:** Tuesday, February 4, 2025 4:06 PM  
**To:** Cookson-Hills, Molly (she-elle)  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** RE: ISC/JP [REDACTED]

I am fine with it.

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Tuesday, February 4, 2025 3:25 PM  
**To:** Castonguay, Julien  
**Cc:** ADMO Jordans Principle / Principe de Jordan  
**Subject:** FW: ISC/JP [REDACTED]

Hey,  
Probably being overcautious but just want to be sure – you’re okay with [REDACTED]  
[REDACTED]

Molly  
343-549-2963

**From:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 3:22 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Subject:** RE: ISC/JP [REDACTED]

Absolutely 😊

**Katrina Rukiewicz**  
Senior Advisor  
National Office, Jordan’s Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) Mobile: 343-572-5257

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 3:20 PM  
**To:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>  
**Subject:** FW: ISC/JP [REDACTED]

Molly  
343-549-2963

**From:** Milliken, Rachel (she) <[rachel.milliken@sac-isc.gc.ca](mailto:rachel.milliken@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 3:18 PM  
**To:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>;  
Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>  
**Subject:** RE: ISC/JP [REDACTED]

Yes please! [REDACTED]

Thanks very much all.  
Rachel

**From:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 3:15 PM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Milliken, Rachel (she) <[rachel.milliken@sac-isc.gc.ca](mailto:rachel.milliken@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>  
**Subject:** RE: ISC/JP [REDACTED]

I was referring to the edits we made yesterday and sent back up.

Rachel, do they want to full package?

**Katrina Rukiewicz**  
Senior Advisor  
National Office, Jordan’s Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 3:09 PM  
**To:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>; Milliken, Rachel (she) <[rachel.milliken@sac-isc.gc.ca](mailto:rachel.milliken@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>  
**Subject:** RE: ISC/JP [REDACTED]

Molly  
343-549-2963

**From:** Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 9:37 AM  
**To:** Milliken, Rachel (she) <[rachel.milliken@sac-isc.gc.ca](mailto:rachel.milliken@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>  
**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Subject:** RE: ISC/JP [REDACTED]

Hi Rachel,

Thanks,

**Katrina Rukiewicz**  
Senior Advisor  
National Office, Jordan’s Principle and the Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca) | Mobile: 343-572-5257

**From:** Milliken, Rachel (she) <[rachel.milliken@sac-isc.gc.ca](mailto:rachel.milliken@sac-isc.gc.ca)>  
**Sent:** Tuesday, February 4, 2025 8:48 AM  
**To:** Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>  
**Subject:** FW: ISC/JP [REDACTED]

Good morning!

Please let me know, thank you!  
Rachel

**From:** Graham, Katerina <Katerina.Graham@justice.gc.ca>  
**Sent:** Friday, January 31, 2025 4:01 PM  
**To:** Milliken, Rachel (she) <rachel.milliken@sac-isc.gc.ca>  
**Cc:** Staska, Kevin <Kevin.Staska@justice.gc.ca>  
**Subject:** RE: ISC/JP [REDACTED]

[REDACTED]

Have a great weekend!  
Katerina

**From:** Milliken, Rachel (she) <rachel.milliken@sac-isc.gc.ca>  
**Sent:** January 31, 2025 3:59 PM  
**To:** Graham, Katerina <Katerina.Graham@justice.gc.ca>  
**Cc:** Staska, Kevin <Kevin.Staska@justice.gc.ca>  
**Subject:** RE: ISC/JP [REDACTED]

EXTERNAL EMAIL – USE CAUTION / COURRIEL EXTERNE – FAITES PREUVE DE PRUDENCE  
Hi Katerina,

[REDACTED]

Thank you and have a great weekend!

Rachel

**From:** Milliken, Rachel (she)  
**Sent:** Friday, January 31, 2025 1:00 PM  
**To:** Graham, Katerina <Katerina.Graham@justice.gc.ca>  
**Cc:** Staska, Kevin <Kevin.Staska@justice.gc.ca>  
**Subject:** RE: ISC/JP [REDACTED]

Hi Katerina,

Absolutely, will send that over shortly.

Thanks!  
Rachel

**From:** Graham, Katerina <Katerina.Graham@justice.gc.ca>  
**Sent:** Friday, January 31, 2025 12:15 PM  
**To:** Milliken, Rachel (she) <rachel.milliken@sac-isc.gc.ca>  
**Cc:** Staska, Kevin <Kevin.Staska@justice.gc.ca>  
**Subject:** ISC/JP [REDACTED]

Hi Rachel,

[REDACTED]

No rush of course!

Thanks 😊

**Katerina Graham (she / elle)**  
Legal Counsel | Avocate  
CIRNAC/ISC - Legal Services Unit | RCAANC/SAC - services juridiques  
Department of Justice Canada | Ministère de la Justice Canada  
Government of Canada / Gouvernement du Canada  
katerina.graham@justice.gc.ca

**Solicitor-Client Privilege/Protected**

*This message is intended for the use of the individual or entity to which it is addressed and may contain information that is privileged or confidential and exempt from disclosure under applicable law. Unauthorized disclosure, copying or re-transmission is prohibited. Modification of the transmission is prohibited. If you have received this transmission in error, please notify me immediately by sending me a return email copy, then delete the original message. Thank you.*

**Quilty, Jamie Lee**

---

**From:** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 3:44 PM  
**To:** Blois, Lydia (she-elle)  
**Cc:** Carleton, Daniel (he-il); Ajzerle, Sanda (she-elle); Cookson-Hills, Molly (she-elle); Slowey, Charles  
**Subject:** RE: Jordan's Principle

Hi Lydia,

I am working with communications colleagues to answer the question about the website and why we don't upload PDF.

As for [REDACTED] I received confirmation the following representatives from [REDACTED] received the email with the guidance - [REDACTED]  
 [REDACTED] in addition to the [REDACTED]

Thank you

---

**From:** Blois, Lydia (she-elle)  
**Sent:** Monday, February 10, 2025 2:55 PM  
**To:** Castonguay, Julien ; Carleton, Daniel (he-il) ; Ajzerle, Sanda (she-elle) ; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: Jordan's Principle

Thanks Julien. Can you please check into when the operational guidance document will be posted online? We were informed it would be going up at noon today and it is not there. The information is sprinkled throughout the website but not in an accessible way. I have also had [REDACTED] reaching out to ask about where the new bulletin on the guidance is.

**Lydia Blois** (she/her | elle)

**Director of Litigation | Directrice du contentieux**  
 Office of the Minister of Indigenous Services | Cabinet du ministre des Services aux Autochtones  
 Cell : 819-661-1834

---

**From:** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 10:34 AM  
**To:** Blois, Lydia (she-elle) ; Carleton, Daniel (he-il) ; Ajzerle, Sanda (she-elle) ; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: Jordan's Principle

Kevin and I gave a heads up to the Parties at mediation on Friday. They were all present in the meeting. We committed we would send the package to the Jordan's Principle Operations Committee which includes all the Parties, they were in agreement with the approach.

Happy to adjust as needed.

---

**From:** Blois, Lydia (she-elle) <[Lydia.Blois@sac-isc.gc.ca](mailto:Lydia.Blois@sac-isc.gc.ca)>  
**Sent:** Monday, February 10, 2025 10:29 AM  
**To:** Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

s.23

**Subject:** RE: Jordan's Principle

**Importance:** High

**Lydia Blois** (she/her | elle)

**Director of Litigation | Directrice du contentieux**

Office of the Minister of Indigenous Services | Cabinet du ministre des Services aux Autochtones

Cell : 819-661-1834

---

**From:** Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>

**Sent:** Monday, February 10, 2025 9:33 AM

**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Blois, Lydia (she-elle) <[Lydia.Blois@sac-isc.gc.ca](mailto:Lydia.Blois@sac-isc.gc.ca)>

**Subject:** Jordan's Principle

Hi folks,

How we will know when to have ECU send out the PT notifications – Julien, will you give the thumbs up?

Daniel Carleton (he/him/il/lui)

Chef de cabinet, Bureau de la sous-ministre déléguée  
Services aux Autochtones Canada / Gouvernement du Canada  
[daniel.carleton@sac-isc.gc.ca](mailto:daniel.carleton@sac-isc.gc.ca) / Tel : 613-316-8056

Chief of Staff, Associate Deputy Minister's Office  
Indigenous Services Canada / Government of Canada  
[daniel.carleton@sac-isc.gc.ca](mailto:daniel.carleton@sac-isc.gc.ca) / Tel : 613-316-8056

**Quilty, Jamie Lee**

---

**From:** Castonguay, Julien  
**Sent:** Monday, February 10, 2025 10:48 AM  
**To:** Kovacevic, Michelle  
**Cc:** Wilson, Gina; Carleton, Daniel (he-il)  
**Subject:** Re: jordan's Principle

Thank you - I gave PCO analyst a heads up on Friday too.

We will send the package their way today.

Julien

On Feb 10, 2025, at 9:31 AM, Kovacevic, Michelle wrote:

JC  
i too let pco social know.  
mk

Michelle Kovacevic  
Associate Deputy Minister  
sous ministre déléguée  
Indigenous Services Canada  
613-295-3696

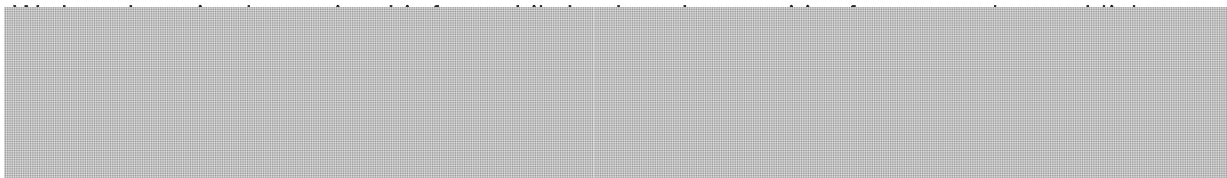
Begin forwarded message:

**From:** "Williams, Tushara"  
**Date:** February 10, 2025 at 08:29:08 EST  
**To:** "Kovacevic, Michelle" , "Miller, Jennifer"  
**Subject:** RE: jordan's Principle

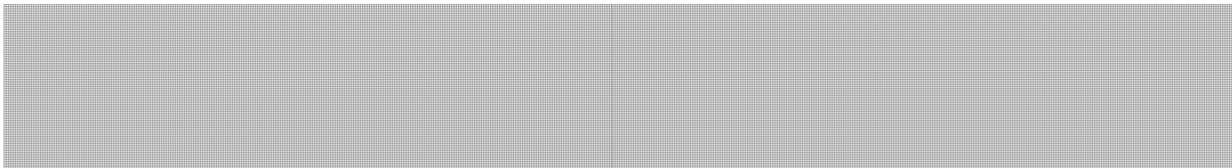
Thanks Michelle. Yes, aware. Let us know what the reaction is

**From:** Kovacevic, Michelle  
**Sent:** Monday, February 10, 2025 8:22 AM  
**To:** Williams, Tushara ; Miller, Jennifer  
**Subject:** jordan's Principle  
Tushara/Jennifer

you may already be aware , but today we are making public via an operational bulletin the MoF/PM decision from the Fall on the items that wil no longer be eligible for approval under this initiative.







cheers

mk

Michelle Kovacevic

Associate Deputy Minister

sous ministre déléguée

Indigenous Services Canada

613-295-3696

**Pages 1665 to / à 1668  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Castonguay, Julien  
**Sent:** Tuesday, January 21, 2025 9:18 AM  
**To:** Bernier, Nathalie  
**Cc:** Crowder, Cassandra; Cookson-Hills, Molly (she-elle); ADMO Jordans Principle / Principe de Jordan  
**Subject:** Re: Jordan's Principle [REDACTED]

Yes we will s.21(1)(a)  
s.21(1)(b)

Julien

On Jan 21, 2025, at 9:15 AM, Bernier, Nathalie wrote:

Will your new package include the comms approach too?  
If we could get a copy of this package after it is shared, that would be great.  
Merci  
Nathalie

---

**From:** Castonguay, Julien  
**Sent:** Tuesday, January 21, 2025 9:05 AM  
**To:** Crowder, Cassandra ; Bernier, Nathalie  
**Cc:** Cookson-Hills, Molly (she-elle) ; ADMO Jordans Principle / Principe de Jordan  
**Subject:** RE: Jordan's Principle Comms Plans & MLs

[REDACTED]

**From:** Crowder, Cassandra  
**Sent:** Tuesday, January 21, 2025 8:47 AM  
**To:** Castonguay, Julien ; Bernier, Nathalie  
**Cc:** Cookson-Hills, Molly (she-elle) ; ADMO Jordans Principle / Principe de Jordan  
**Subject:** Jordan's Principle [REDACTED]  
Hello

[REDACTED]

Cassandra Crowder  
613-617-8068

---

**From:** Crowder, Cassandra  
**Sent:** Tuesday, January 21, 2025 6:32 AM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bernier, Nathalie <[nathalie.bernier@sac-isc.gc.ca](mailto:nathalie.bernier@sac-isc.gc.ca)>  
**Subject:** FW: For Approval - [REDACTED]  
Hi Julien

[REDACTED]

Cassandra

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

From: "Crowder, Cassandra" <cassandra.crowder@sac-isc.gc.ca>

Date: 2025-01-21 6:29 a.m. (GMT-05:00)

To: "Bernier, Nathalie" <nathalie.bernier@sac-isc.gc.ca>

Cc: "Guibert, Genevieve" <genevieve.guibert@sac-isc.gc.ca>

Subject: RE: For Approval - [REDACTED]

s.21(1)(b)

I don't know what he was talking about. I think he mixed up key messages

|

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

From: "Bernier, Nathalie" <nathalie.bernier@sac-isc.gc.ca>

Date: 2025-01-20 7:20 p.m. (GMT-05:00)

To: "Crowder, Cassandra" <cassandra.crowder@sac-isc.gc.ca>

Cc: "Guibert, Genevieve" <genevieve.guibert@sac-isc.gc.ca>

Subject: Fwd: For Approval - [REDACTED]

What letter??

Sent from my iPhone

Begin forwarded message:

**From:** "Blois, Lydia (she-elle)" <Lydia.Blois@sac-isc.gc.ca>

**Date:** January 20, 2025 at 7:02:28 PM EST

**To:** "Guibert, Genevieve" <genevieve.guibert@sac-isc.gc.ca>, "Ajzerle, Sanda (she-elle)"

<Sanda.Ajzerle@sac-isc.gc.ca>

**Cc:** "Power, Kaitlin" <Kaitlin.Power@sac-isc.gc.ca>, "Kozelj, Jennifer (she-elle)"

<Jennifer.Kozelj@sac-isc.gc.ca>, ISC-SAC MIN Comms Liaison <ISC-SAC-MIN-

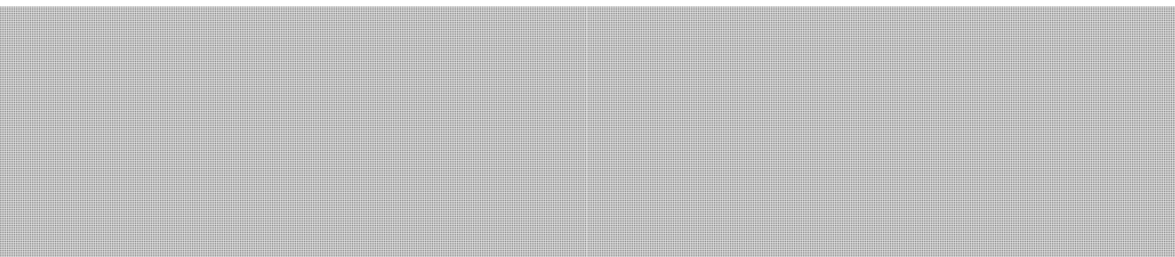
Liaison@042gc.onmicrosoft.com>, "Gagnon, Michelle (elle-she)" <michelle.gagnon2@sac-

isc.gc.ca>, "Bernier, Nathalie" <nathalie.bernier@sac-isc.gc.ca>, "Wieler, Hannah"

<Hannah.Wieler@sac-isc.gc.ca>

**Subject:** RE: For Approval - [REDACTED]

Hi Sanda and Gen,



Thanks,

Lydia

**Lydia Blois** (she/her | elle)

**Director of Litigation | Directrice du contentieux**

Office of the Minister of Indigenous Services | Cabinet du ministre des Services aux Autochtones

Cell : 819-661-1834

---

**From:** Guibert, Genevieve <genevieve.guibert@sac-isc.gc.ca>

**Sent:** Wednesday, December 18, 2024 5:22 PM

**To:** Power, Kaitlin <Kaitlin.Power@sac-isc.gc.ca>; Kozelj, Jennifer (she-elle)

<Jennifer.Kozelj@sac-isc.gc.ca>; Nwadike, Joy <Joy.Nwadike@sac-isc.gc.ca>; McElrea, Olivia

<olivia.mcelrea@sac-isc.gc.ca>

**Cc:** ISC-SAC MIN Comms Liaison <[ISC-SAC-MIN-Liaison@042gc.onmicrosoft.com](mailto:ISC-SAC-MIN-Liaison@042gc.onmicrosoft.com)>; Gagnon, Michelle (elle-she) <[michelle.gagnon2@sac-isc.gc.ca](mailto:michelle.gagnon2@sac-isc.gc.ca)>; Bernier, Nathalie <[nathalie.bernier@sac-isc.gc.ca](mailto:nathalie.bernier@sac-isc.gc.ca)>

**Subject:** For Approval - [REDACTED]

Bonjour,

For your approval please, please find attached the Jordan's Principle Comms Plan and MLs.

Happy to discuss if you have any questions,

Merci beaucoup,

Gen

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Monday, January 27, 2025 9:28 AM  
**To:** Thiara, Parminder  
**Cc:** Cookson-Hills, Molly (she-elle); Gutierrez, Liliana (she-elle); Stefanis, Tasha (she-elle); Morse, Jennifer  
**Subject:** RE: Jordan's Principle messaging for approval

Hi Parm,

I think it is fine – nothing that isn't already approved in there.

We are hopeful we will be able to send operational guidance soon.

Thank you

---

**From:** Thiara, Parminder  
**Sent:** Friday, January 24, 2025 6:21 PM  
**To:** Castonguay, Julien  
**Cc:** Cookson-Hills, Molly (she-elle) ; Gutierrez, Liliana (she-elle) ; Stefanis, Tasha (she-elle) ; Morse, Jennifer  
**Subject:** FW: Jordan's Principle messaging for approval

Happy Friday Jordan's Principle team,

I'm sorry to bother you but was wondering if you had any concerns regarding the messaging below that I'd like to send to AB Chiefs. We've used mostly the Sask approved message except for the highlighted sections- so please identify if there any concerns with the additional piece we are proposing.

Thanks

parm

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Subject: Important Jordan's Principle FY 2025/26 Update

*Dear Jordan's Principle Requestors, (\*Or Chiefs and Health Directors)*

*I am writing to share some important information with you with respect to Jordan's Principle, as we approach the end of the current fiscal year.*

*As you know, Parliament is currently prorogued, which means that while government continues to operate and our day to day work continues to be maintained, any parliamentary decisions, including supply bills to appropriate government funds outside the departmental reference levels, are paused. The Jordan's Principle initiative has an annual reference level (or baseline) of \$772.8 million per year nationally approved by the*

*Department of Finance until the end of the 2027-28 fiscal year. The baseline level is the amount ISC begins with next fiscal year to cover annual costs of approved requests as well as the operational costs of administering the Jordan's Principle initiative.*

*Due to the demands on the initiative and the funding available, we are working on a plan to allocate the \$772.8 million nationally to ensure children don't experience discrimination in the delivery of health social and education services. We are not yet in a position to advise on the exact amount that will be allocated to each community or organization until we review the financial situation and the group requests already submitted to Jordan's Principle, and any future group applications that are received.*

*Jordan's Principle is also reviewing decision making practices at regional and national levels to be more consistent and clearer on the services First Nations children can access through the initiative. As such, some requests are now being escalated to National Headquarters for a more thorough review. An existing or previously approved request does not guarantee that a request for new funding will be renewed or approved. Requests are considered on a case-by-case basis to determine how the requested product, services, or support meets the distinct needs of each child.*

*We understand this may necessitate difficult decisions at the community and organization level regarding operational cost and employment status, so we felt it was important to proactively provide you with this information so you are aware of potential implications as early as possible.*

*Rest assured that ISC remains committed to the implementation of Jordan's Principle, and will look for avenues to seek additional funding when it becomes possible to do so. We will continue to engage partners with any updates as more information is made available.*

*Please do not hesitate to reach out to if you have any concerns.*

Thanks,

s.21(1)(a)

s.21(1)(b)

s.23

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Wednesday, January 15, 2025 10:36 AM  
**To:** Wilson, Gina; St-Aubin, Candice (she-elle-kwe)  
**Cc:** Kovacevic, Michelle; Cookson-Hills, Molly (she-elle); Carleton, Daniel (he-il); Cooper, Suzanne; O'Hare, Ryan  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

We will work on this. We have existing information on your questions but will inquire with the team to determine how much time we will need.

Thank you

---

**From:** Wilson, Gina  
**Sent:** Wednesday, January 15, 2025 10:32 AM  
**To:** St-Aubin, Candice (she-elle-kwe) ; Castonguay, Julien  
**Cc:** Kovacevic, Michelle ; Cookson-Hills, Molly (she-elle) ; Carleton, Daniel (he-il) ; Cooper, Suzanne ; O'Hare, Ryan  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

---

**From:** St-Aubin, Candice (she-elle-kwe)  
**Sent:** Wednesday, January 15, 2025 10:18 AM  
**To:** Wilson, Gina ; Castonguay, Julien  
**Cc:** Kovacevic, Michelle ; Cookson-Hills, Molly (she-elle) ; Carleton, Daniel (he-il) ; Cooper, Suzanne  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

C

---

**From:** Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 15, 2025 8:47 AM  
**To:** St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Cc:** Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>  
**Subject:** RE: Jordan's Principle Week Ahead Jan 13-17

Very good debrief.



[REDACTED]

I have not seen this, but will look at today.

**s.21(1)(a)**

**s.21(1)(b)**

**s.23**

**From:** St-Aubin, Candice (she-elle-kwe) <[candice.st-aubin@sac-isc.gc.ca](mailto:candice.st-aubin@sac-isc.gc.ca)>

**Sent:** Wednesday, January 15, 2025 8:24 AM

**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>

**Cc:** Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>; Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>; Wilson, Gina <[Gina.Wilson@sac-isc.gc.ca](mailto:Gina.Wilson@sac-isc.gc.ca)>; Kovacevic, Michelle <[Michelle.Kovacevic@sac-isc.gc.ca](mailto:Michelle.Kovacevic@sac-isc.gc.ca)>; Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Cooper, Suzanne <[Suzanne.Cooper@sac-isc.gc.ca](mailto:Suzanne.Cooper@sac-isc.gc.ca)>

**Subject:** Re: Jordan's Principle Week Ahead Jan 13-17

[REDACTED]

I confirmed the evidence dockets which will be provided to the Court this month.

Candice

Sent from my iPhone

On Jan 14, 2025, at 10:48 PM, Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)> wrote:

Good evening Deputies,

Apologies for sending this one mid-week rather than earlier in the week like we usually do.

As you are aware, [REDACTED]

**General updates from last week:**

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]

**Key priority this week:**

--	--

**Dockets:**

--	--

**Key Meetings:**

--	--

Thank you

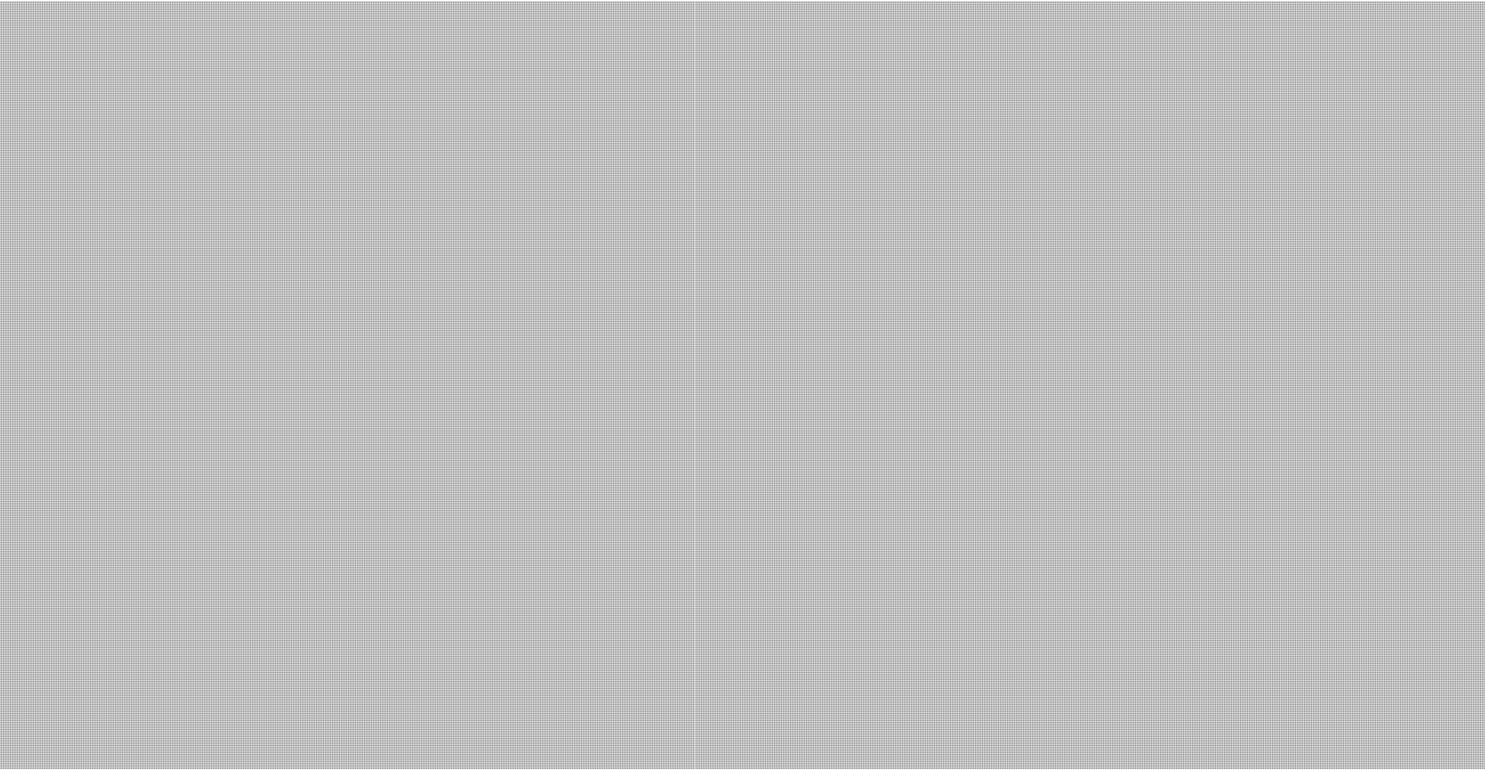
**s.21(1)(a)**

**s.21(1)(b)**

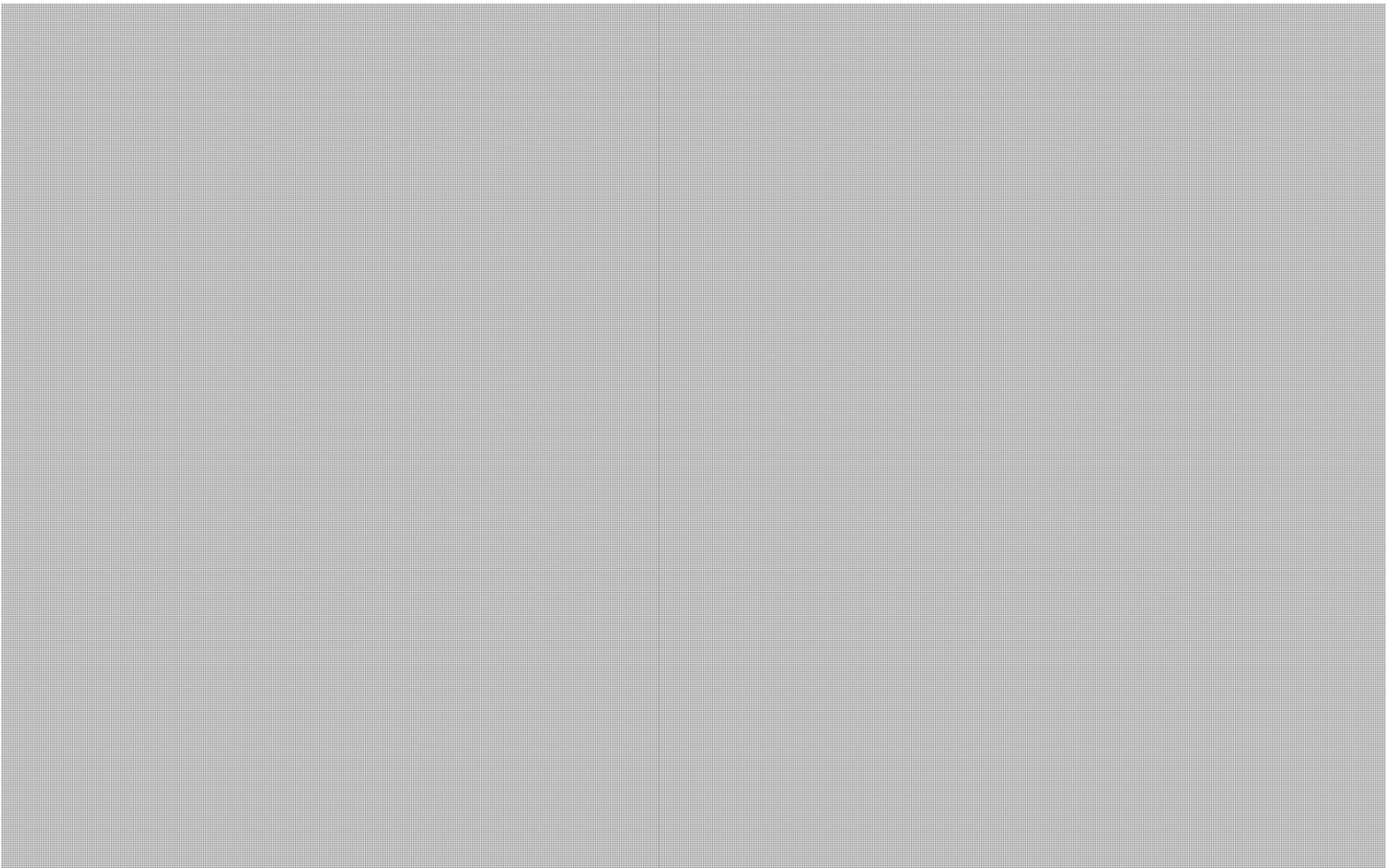
**s.23**

**Mediation debrief:**

**Day 1 – Jan 9th**



**Day 2 – Jan 10th**



For ease, when Member Harrington is referring to items 1, 2, 3, 4, 5, 6, 7, 8, 9, she is referring to the chronological items listed in Canada’s December 4 letter, which I’ve reproduced below:

1.

2.

3.

4.

5.

6.

7.

8.

9.
- 

**Email from Member Harrington to all Parties (Jan 10th, 2025):**

Thank you all for your hard work and collaboration this week, and for agreeing to meet with me both before and during the mediation. I’m pleased that you have committed to continuing your discussions in an effort to comply with the Panel’s orders in its November 21, 2024 Summary Ruling.

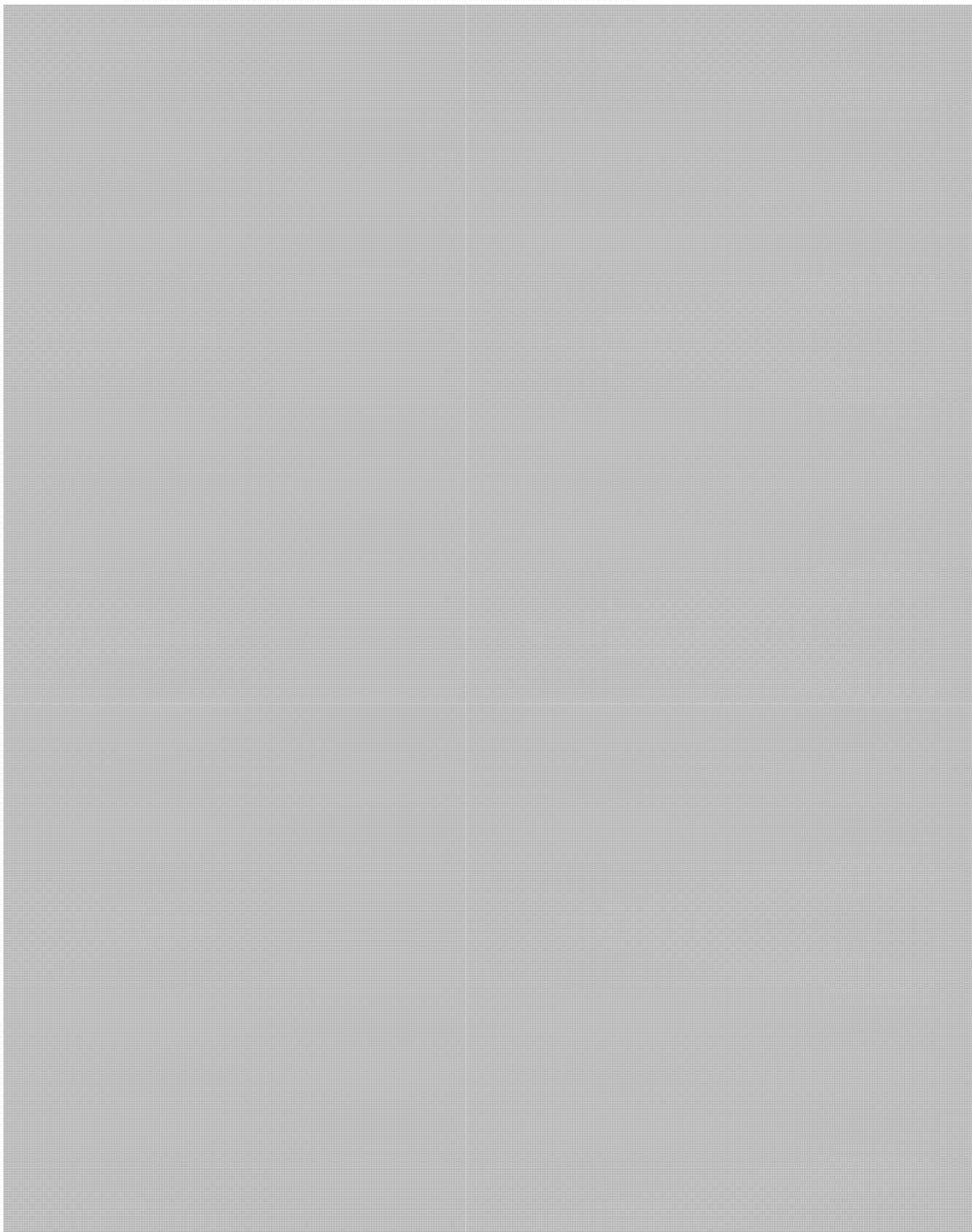
I had indicated that I would send the parties a recap of the plan to move forward with the mediation. Below is our ongoing Agenda (the language of which is drawn from the Tribunal’s November 21 Summary Ruling), with a summary of what has happened so far, as well as relevant upcoming dates and actions. I believe we are waiting for [REDACTED] to confirm their agreement with the proposed dates, etc. Also, I realized I was unclear on whether you had all agreed to a Zoom-only meeting on January 23 or whether you will proceed in a hybrid format for both the 23<sup>rd</sup> and 24<sup>th</sup>. I will ask Ms. Dubois to reserve rooms on the 7<sup>th</sup> floor for both dates in any event.

1.

2.
-

**s.21(1)(a)**

**s.21(1)(b)**



The Tribunal will schedule the Zoom calls for January 17 (from 11:00 am to 2:00 pm EST), January 23 (9:30 to 5 EST) and January 24 (9:30 to 5 EST), and will book rooms at 240 Sparks St. in Ottawa for the 23<sup>rd</sup> and 24<sup>th</sup> for those who will attend in person on those dates.

The Caring Society will prepare a draft email, to be shared with the other parties, providing the Panel with a brief update to advise them that the mediation will continue, with a more fulsome update provided sometime in the next couple of weeks.

The Caring Society has also asked me to stress the Panel's language in its November 21, 2024 Summary Ruling which asks Canada to include options "supported by a plan with clear rationale and **supported by available evidence**". This was discussed during this afternoon's plenary session as well.

## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, February 21, 2025 2:50 PM  
**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Subject:** RE: New tasking due Feb 21 COB: Short Deck for ADM Presentation to Tajikeimik meeting

Approved with the change of first slide.

Thanks,  
Liliana

---

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Sent:** Thursday, February 20, 2025 9:29 AM  
**To:** Gutierrez, Liliana (she-elle)  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Subject:** FW: New tasking due Feb 21 COB: Short Deck for ADM Presentation to Tajikeimik meeting

For your approval!

Requested by ADMO for a meeting Julien has been invited to with Tajikeimik Strategic Health Partnership Committee next Wednesday.

Thank you,

**Wesley S. Martin**  
(he, him | il, le)

---

**From:** Hitchcock, Lindsay (she-elle) <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>  
**Sent:** Wednesday, February 19, 2025 6:59 PM  
**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Cc:** Labaki, Aline <[aline.labaki@sac-isc.gc.ca](mailto:aline.labaki@sac-isc.gc.ca)>; Valko, Julia <[julia.valko@sac-isc.gc.ca](mailto:julia.valko@sac-isc.gc.ca)>  
**Subject:** RE: New tasking due Feb 21 COB: Short Deck for ADM Presentation to Tajikeimik meeting

Please see draft deck attached, as requested. Suggest ADMO solicit from region a narrative to explain the phenomenon on slide 2- the decrease in approvals/ # of requests.

Thanks!

Lindsay

Lindsay E. Hitchcock  
[Lindsay.hitchcock@sac-isc.gc.ca](mailto:Lindsay.hitchcock@sac-isc.gc.ca)

---

**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Sent:** Wednesday, February 19, 2025 7:23 AM  
**To:** Hitchcock, Lindsay (she-elle) <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>  
**Subject:** FW: New tasking due Feb 21 COB: Short Deck for ADM Presentation to Tajikeimik meeting

Good morning, Lindsay

Please action the request below from ADMO.

**We are requesting this in SD DGO for noon on Friday February 21<sup>st</sup>.**

Thank you,

**Wesley S. Martin**

(he, him | il, le)

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Sent:** Tuesday, February 18, 2025 4:06 PM

**To:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>

**Cc:** Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Shattler, Lauren <[lauren.shattler@sac-isc.gc.ca](mailto:lauren.shattler@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>

**Subject:** New tasking due Feb 21 COB: Short Deck for ADM Presentation to Tajikeimik meeting

Hi team,

Julien has been invited to speak virtually to the Tajikeimik Strategic Health Partnership Committee Meeting next Wednesday afternoon at 12pm. The Committee has requested that when Julien attend, he present a product. We expect that they will want to discuss similar subject matter to the Quebec meeting tomorrow afternoon therefore I am asking your team to develop a very similar deck for this item.

*I have attached three items to support you with this request:*

1. The final QC deck that will be used during tomorrow afternoon's presentation – I suggest you follow the same format and reuse the exact operational changes slides as he just approved those
2. From there, I defer to your team on the kind of data you would like to present, but only in case it is helpful, I have reattached the deck that ATL region sent us when Julien went to the Atlantic First Nations Health Partnership meeting last month; no need to include any of this, just wanted everyone to have it
3. Attached email with context/request from Tajikeimik

**Can you please send us a deck by this Friday COB?** Given the deck we already have from last month, this time around I have not copied the region but we will include them when we set up a prep meeting for this early next week.

Let me know if you have any questions and thanks so much everyone,

Molly

**Molly Cookson-Hills**

Senior Advisor, Assistant Deputy Minister's Office

Jordan's Principle and Inuit Child First Initiative

Indigenous Services Canada

[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)

mobile: 343-549-2963



## Quilty, Jamie Lee

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**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, November 22, 2024 12:58 PM  
**To:** Morse, Jennifer; Stefanis, Tasha (she-elle)  
**Cc:** Shah, Lena; Rukiewicz, Katrina  
**Subject:** RE: [REDACTED]

**Importance:** High

**Categories:** ATIP

Hi Jenn,  
I just saw Tasha's email to Julien about this.  
[REDACTED]

Thanks,  
Liliana

---

**From:** Morse, Jennifer  
**Sent:** Wednesday, November 20, 2024 4:24 PM  
**To:** Gutierrez, Liliana (she-elle) ; Stefanis, Tasha (she-elle)  
**Cc:** Shah, Lena  
**Subject:** RE: [REDACTED]

s.21(1)(a)

s.21(1)(b)

s.23

Liliana,  
[REDACTED]

[REDACTED] I will if I get the green light from you.

Jen

---

**From:** Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Sent:** Wednesday, November 20, 2024 3:30 PM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

Hi Jenn,  
I attach a new version with my comments.  
[REDACTED]

Thanks,  
Liliana

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Wednesday, November 20, 2024 9:48 AM

s.21(1)(b)

**To:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

Hi Tasha,  
[REDACTED]

Liliana, some minor changes since last evenings version.

Jen

---

**From:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Sent:** Wednesday, November 20, 2024 9:06 AM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

Looks good- I accepted more changes. [REDACTED]

Let's get this to JC, Liliana [REDACTED] and someone needs to go through the comments and make sure they have been addressed.

T

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Tuesday, November 19, 2024 4:49 PM  
**To:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

Let me know what you think. We will need data to insert their stats.

Jen

---

**From:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Sent:** Tuesday, November 19, 2024 10:38 AM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

[REDACTED]

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Tuesday, November 19, 2024 10:18 AM  
**To:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

[REDACTED]

Let me know what you think. I feel like we are getting there.

---

**From:** Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Sent:** Tuesday, November 19, 2024 9:54 AM

**To:** Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>

s.23

s.21(1)(a)

**Subject:** RE: [REDACTED]

s.21(1)(b)

Cleaned up version

[REDACTED]

Tasha

---

**From:** Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>

**Sent:** Tuesday, November 19, 2024 9:11 AM

**To:** Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>; McPhee, Holly (she-elle) <Holly.McPhee@sac-isc.gc.ca>; Shah, Lena <Lena.Shah@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>

**Cc:** Martin, Wesley <wesley.martin@sac-isc.gc.ca>

**Subject:** RE: [REDACTED]

Passing back to you. Getting hard to tell what is new and what is old.

Tasha, would you mind accepting what you want to keep and if there are areas I have not addressed, let me know?

Jen

---

**From:** Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>

**Sent:** Monday, November 18, 2024 5:11 PM

**To:** Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>; McPhee, Holly (she-elle) <Holly.McPhee@sac-isc.gc.ca>; Shah, Lena <Lena.Shah@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>

**Cc:** Martin, Wesley <wesley.martin@sac-isc.gc.ca>

**Subject:** RE: [REDACTED]

This is really taking shape. I made more edits

The 2 that need more work are international travel and the admin fees

Tasha

---

**From:** Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>

**Sent:** Monday, November 18, 2024 4:52 PM

**To:** Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>; McPhee, Holly (she-elle) <Holly.McPhee@sac-isc.gc.ca>; Shah, Lena <Lena.Shah@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>

**Cc:** Martin, Wesley <wesley.martin@sac-isc.gc.ca>

**Subject:** [REDACTED]

Adding a new version of the chart, with Lena's review.

---

**From:** Morse, Jennifer

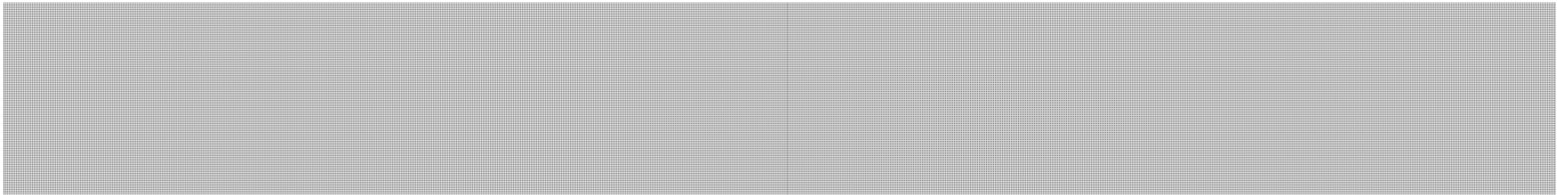
**Sent:** Monday, November 18, 2024 4:09 PM

**To:** Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>; McPhee, Holly (she-elle) <Holly.McPhee@sac-isc.gc.ca>; Shah, Lena <Lena.Shah@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>

**Cc:** Martin, Wesley <wesley.martin@sac-isc.gc.ca>

**Subject:** [REDACTED]

Good day,



Jennifer

## Quilty, Jamie Lee

---

**From:** Berland, Frankie  
**Sent:** Friday, February 14, 2025 2:18 PM  
**To:** ADMO Jordans Principle / Principe de Jordan  
**Cc:** Cookson-Hills, Molly (she-elle); Berland, Frankie  
**Subject:** RE: Operational changes - P/T letter

Thanks, will do.

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



Government  
of Canada

Gouvernement  
du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** ADMO Jordans Principle / Principe de Jordan  
**Sent:** Friday, February 14, 2025 11:55 AM  
**To:** Berland, Frankie  
**Cc:** Cookson-Hills, Molly (she-elle) ; ADMO Jordans Principle / Principe de Jordan  
**Subject:** RE: Operational changes - P/T letter

Hi Frankie,

Thank you for reaching out to be sure. I confirmed with Julien – yes this can be shared.

Robin Pitman

Senior Program Officer/ Administrateur principal de programme  
Jordan's Principle and Inuit Child First Initiative / Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
First Nations and Inuit Health Branch / Direction générale de la santé des Premières Nations et des Inuits  
Indigenous Services Canada / Services aux Autochtones Canada  
Government of Canada / Gouvernement du Canada

Tel: 343-550-5994

E-mail/Courriel électronique: [robin.pitman@sac-isc.gc.ca](mailto:robin.pitman@sac-isc.gc.ca)

---

**From:** Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>

**Sent:** Friday, February 14, 2025 10:56 AM

**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan  
<[ADMOjordanprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordanprinciple-principejordan@sac-isc.gc.ca)>

**Cc:** Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>

**Subject:** FW: Operational changes - P/T letter

Good Morning

Are we allowed to share this Letter with Provincial colleagues in the Alberta Education Ministry? My RO Director of Education is asking if he would be allowed to share this Letter.

Thx

Kinanâskomitin,

Frankie Berland

Regional Director, Alberta Region  
First Nations and Inuit Health Branch  
Indigenous Services Canada/Government of Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cell: (343) 551-5348

Directeur régional, région de l'Alberta  
Direction générale de la santé des Premières nations et des Inuits  
Services aux Autochtones Canada/Gouvernement du Canada  
[Frankie.Berland@sac-isc.gc.ca](mailto:Frankie.Berland@sac-isc.gc.ca) / Cellulaire : (343) 551-5348



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du Canada

*I acknowledge that I am on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. I acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*

Je vous envoie ce message maintenant parce que ceci me convient. Je ne m'attends pas que vous lisiez, agissiez ou répondiez en dehors de vos heures de travail normales.

I am sending you this message now because it is convenient for me. I do not expect you to read, action or respond outside of your normal work hours.

---

**From:** Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>

**Sent:** Monday, February 10, 2025 4:20 PM

**To:** Berland, Frankie <[frankie.berland@sac-isc.gc.ca](mailto:frankie.berland@sac-isc.gc.ca)>; Onyegbula, Cynthia <[cynthia.onyegbula@sac-isc.gc.ca](mailto:cynthia.onyegbula@sac-isc.gc.ca)>; Wright, Jennine (she) <[jennine.wright@sac-isc.gc.ca](mailto:jennine.wright@sac-isc.gc.ca)>; Bull, Brenda (she) <[Brenda.bull@sac-isc.gc.ca](mailto:Brenda.bull@sac-isc.gc.ca)>

**Subject:** FW: Operational changes - P/T letter

FYI...

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**Sent:** Monday, February 10, 2025 1:41 PM

**To:** Rowe, Allyson (she) <[allyson.rowe@sac-isc.gc.ca](mailto:allyson.rowe@sac-isc.gc.ca)>; Thiara, Parminder <[parminder.thiara@sac-isc.gc.ca](mailto:parminder.thiara@sac-isc.gc.ca)>; Laboucan, Rhonda (she-elle) <[rhonda.laboucan@sac-isc.gc.ca](mailto:rhonda.laboucan@sac-isc.gc.ca)>; Reynoldson, Andrea <[andrea.reynoldson@sac-isc.gc.ca](mailto:andrea.reynoldson@sac-isc.gc.ca)>; Graham, Rod <[rod.graham@sac-isc.gc.ca](mailto:rod.graham@sac-isc.gc.ca)>; Westaway, Lisa <[lisa.westaway@sac-isc.gc.ca](mailto:lisa.westaway@sac-isc.gc.ca)>; Aubuchon, Sylvie (elle-she) <[sylvie.aubuchon@sac-isc.gc.ca](mailto:sylvie.aubuchon@sac-isc.gc.ca)>; Bower, Kelly (she-elle) <[kelly.bower@sac-isc.gc.ca](mailto:kelly.bower@sac-isc.gc.ca)>; MacPhail, Heather (she-elle) <[heather.macphail@sac-isc.gc.ca](mailto:heather.macphail@sac-isc.gc.ca)>

**Cc:** ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Wheatley, Jennifer <[Jennifer.Wheatley@sac-isc.gc.ca](mailto:Jennifer.Wheatley@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Hill, Andrea (she-elle) <[andrea.hill@sac-isc.gc.ca](mailto:andrea.hill@sac-isc.gc.ca)>; Hitchcock, Lindsay <[Lindsay.Hitchcock@sac-isc.gc.ca](mailto:Lindsay.Hitchcock@sac-isc.gc.ca)>

**Subject:** Operational changes - P/T letter

Hi everyone,

As discussed, please see attached the Minister's letter to PTs regarding the operational changes. Note that the French version will go out after hours today (translation to be completed around 6pm). As mentioned on Friday, this was drafted by MINO directly.

Best,  
Molly

**Molly Cookson-Hills**

Senior Advisor, Assistant Deputy Minister's Office  
Jordan's Principle and Inuit Child First Initiative  
Indigenous Services Canada  
[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)  
mobile: 343-549-2963

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Tuesday, January 21, 2025 10:02 AM  
**To:** Cookson-Hills, Molly (she-elle)  
**Subject:** RE: Operational guidance - implementation package

Didn't we separate out ICFI ?

---

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Monday, January 20, 2025 5:11 PM  
**To:** Castonguay, Julien  
**Subject:** FW: Operational guidance - implementation package

Okay it's coming back to me now – [REDACTED] we decided to remove it from the package. Last version attached – let me know how you want to proceed with it.

Molly  
343-549-2963

---

**From:** Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>  
**Sent:** Monday, January 20, 2025 5:04 PM  
**To:** Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>; Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <ADMOjordansprinciple-principejordan@sac-isc.gc.ca>; Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>  
**Subject:** RE: Operational guidance - implementation package

That is the exception document, [REDACTED]

---

**From:** Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>  
**Sent:** Monday, January 20, 2025 4:57 PM  
**To:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>; Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <ADMOjordansprinciple-principejordan@sac-isc.gc.ca>; Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>  
**Subject:** RE: Operational guidance - implementation package

Hi Molly,  
If my filing works well, and it is around the same dates, please see attached. I could also check my emails later tonight.  
Thanks,

Liliana

---

**From:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>  
**Sent:** Monday, January 20, 2025 4:52 PM



**To:** Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>; Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>  
**Cc:** ADMO Jordans Principle / Principe de Jordan <ADMOjordansprinciple-principejordan@sac-isc.gc.ca>; Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>  
**Subject:** Operational guidance - implementation package

Hi everyone,

At our call with MINO today, we discussed some of their comments on the implementation package. As a result of this discussion, we are going to add back in the operational guidance annex. I'm having trouble finding the most recent version – can someone please send to me urgently?

Thanks so much!

Molly

343-549-2963

## Quilty, Jamie Lee

---

**From:** Morse, Jennifer  
**Sent:** Thursday, November 14, 2024 9:56 AM  
**To:** Wasyliw, Lynne  
**Subject:** RE: [REDACTED]  
**Attachments:** [REDACTED]

Here it is. Not for sharing please.

---

**From:** Wasyliw, Lynne  
**Sent:** Thursday, November 14, 2024 9:52 AM  
**To:** Morse, Jennifer  
**Subject:** RE: [REDACTED]

Draft is perfect. This is just for internal use. Thanks,

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Thursday, November 14, 2024 9:51 AM  
**To:** Wasyliw, Lynne <[lynne.wasyliw@sac-isc.gc.ca](mailto:lynne.wasyliw@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

[REDACTED] It is not approved or finalized yet. I can share a draft.

---

**From:** Wasyliw, Lynne <[lynne.wasyliw@sac-isc.gc.ca](mailto:lynne.wasyliw@sac-isc.gc.ca)>  
**Sent:** Thursday, November 14, 2024 9:34 AM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Subject:** [REDACTED]

Morning,

Marci and I are working on the [REDACTED] Wondering if you could share the [REDACTED]  
[REDACTED] to help set out the context for the piece.

Thanks,

**Pages 1693 to / à 1700  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Quilty, Jamie Lee**

---

**From:** Morse, Jennifer  
**Sent:** Thursday, November 28, 2024 1:09 PM  
**To:** Stewart, Kevin; Gutierrez, Liliana (she-elle)  
**Subject:** RE: [REDACTED]  
**Attachments:** [REDACTED]

Great, Thank you Kevin.

Liliana, for your consideration and approval.

Jen

---

**From:** Stewart, Kevin  
**Sent:** Thursday, November 28, 2024 11:06 AM  
**To:** Morse, Jennifer  
**Subject:** RE: [REDACTED]

Hi Jennifer,

Attached please find an [REDACTED]

I wanted to make sure we were not stating anything that was contradictory to the CA itself.

Let me know what you think or if you would like to discuss further.

Thanks,

Kevin

---

**Kevin Stewart, MBA, CPA-CMA**

Director, Operations / Directeur, Opérations

First Nations Inuit Health Branch / Direction Générale de la Santé des Premières Nations et des Inuit

Indigenous Services Canada-Atlantic Region / Services aux Autochtones Canada- Région de l'Atlantique

Government of Canada / Gouvernement du Canada

902-497-2844 (cell)

[kevin.stewart@canada.ca](mailto:kevin.stewart@canada.ca)

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Thursday, November 28, 2024 10:01 AM  
**To:** Stewart, Kevin <[kevin.stewart@sac-isc.gc.ca](mailto:kevin.stewart@sac-isc.gc.ca)>  
**Subject:** FW: [REDACTED]

Here you go. The lines are under the group request stuff.

---

**From:** Morse, Jennifer

**Sent:** Thursday, November 28, 2024 8:39 AM

**To:** Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>

**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <SDOJordansPrincipe-principejordan@sac-isc.gc.ca>;  
OPS Jordans Principle / Principe de Jordan <OPSJordansPrincipe-principejordan@sac-isc.gc.ca>

**Subject:** [REDACTED]

Hi Liliana,

As requested, please find attached the final draft version of the operational guidelines for the changes coming.

I would really like to send this up asap. Note, [REDACTED] this was sent to them approx. one month ago.

Jen

**Pages 1703 to / à 1714  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

s.19(1)

s.23

## Quilty, Jamie Lee

---

**From:** Castonguay, Julien  
**Sent:** Tuesday, December 10, 2024 8:13 AM  
**To:** Cookson-Hills, Molly (she-elle)  
**Subject:** Re: PRIVILEGED -revised Draft email - For immediate implementation - [REDACTED]

Ideally yes but not at expense of not sending today  
Julien

On Dec 10, 2024, at 8:05 AM, Cookson-Hills, Molly (she-elle) wrote:

Should these be translated before going out?

Molly

343-549-2963

---

**From:** Castonguay, Julien  
**Sent:** Monday, December 9, 2024 11:01 PM  
**To:** Gutierrez, Liliana (she-elle) ; Service Delivery & Operations - Jordans Principle / Principe de Jordan ; Stefanis, Tasha (she-elle)  
**Cc:** Rukiewicz, Katrina ; Morse, Jennifer ; Cookson-Hills, Molly (she-elle)  
**Subject:** RE: PRIVILEGED -revised Draft email - For immediate implementation - [REDACTED]

Approved – good work team

---

**From:** Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>  
**Sent:** Monday, December 9, 2024 7:57 PM  
**To:** Castonguay, Julien <julien.castonguay@sac-isc.gc.ca>; Service Delivery & Operations - Jordans Principle / Principe de Jordan <SDOJordansPrincipe-principejordan@sac-isc.gc.ca>; Stefanis, Tasha (she-elle) <Tasha.Stefanis@sac-isc.gc.ca>  
**Cc:** Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>; Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>  
**Subject:** PRIVILEGED -revised Draft email - For immediate implementation - [REDACTED]

**Importance:** High

PRIVILEGED

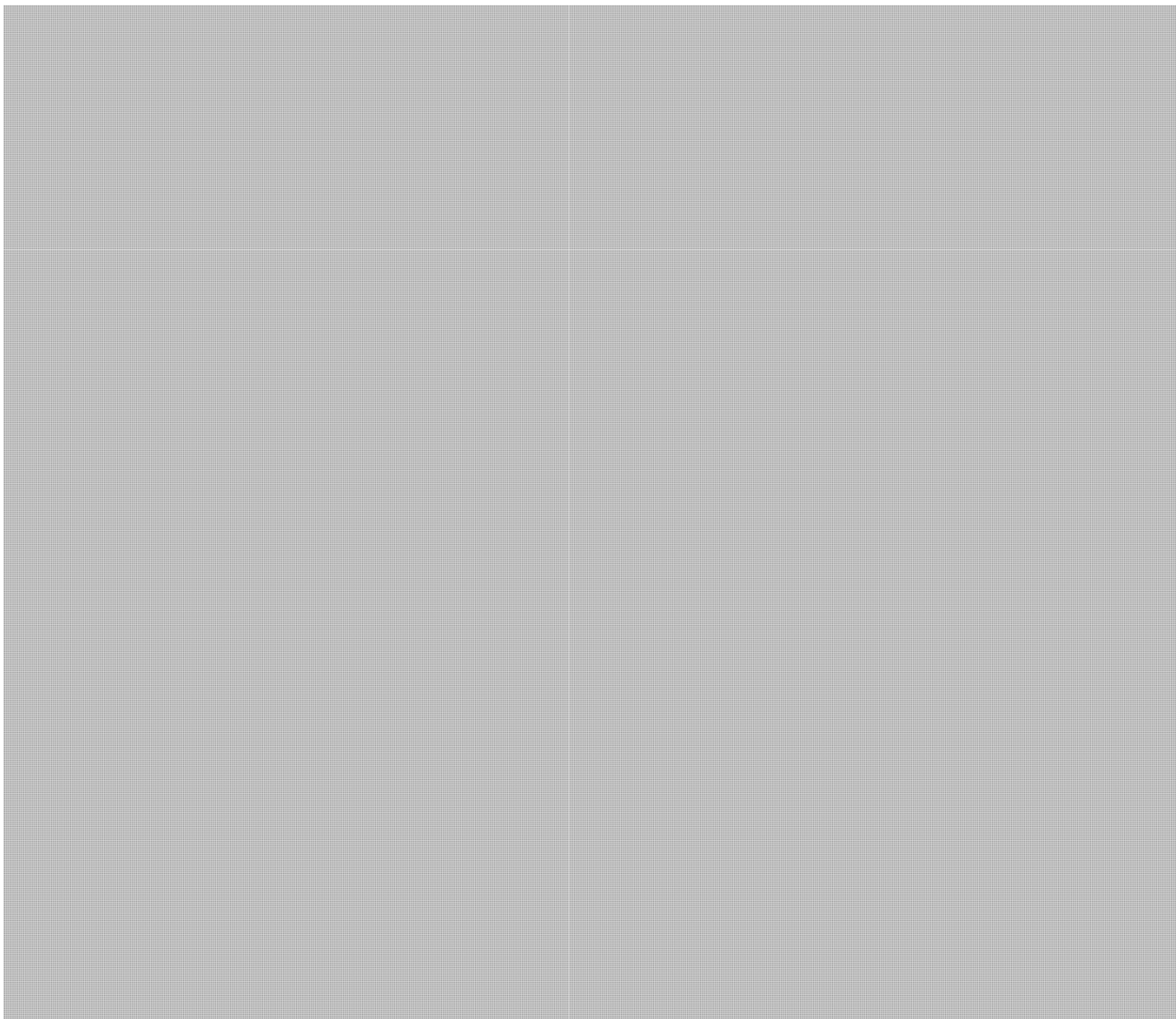
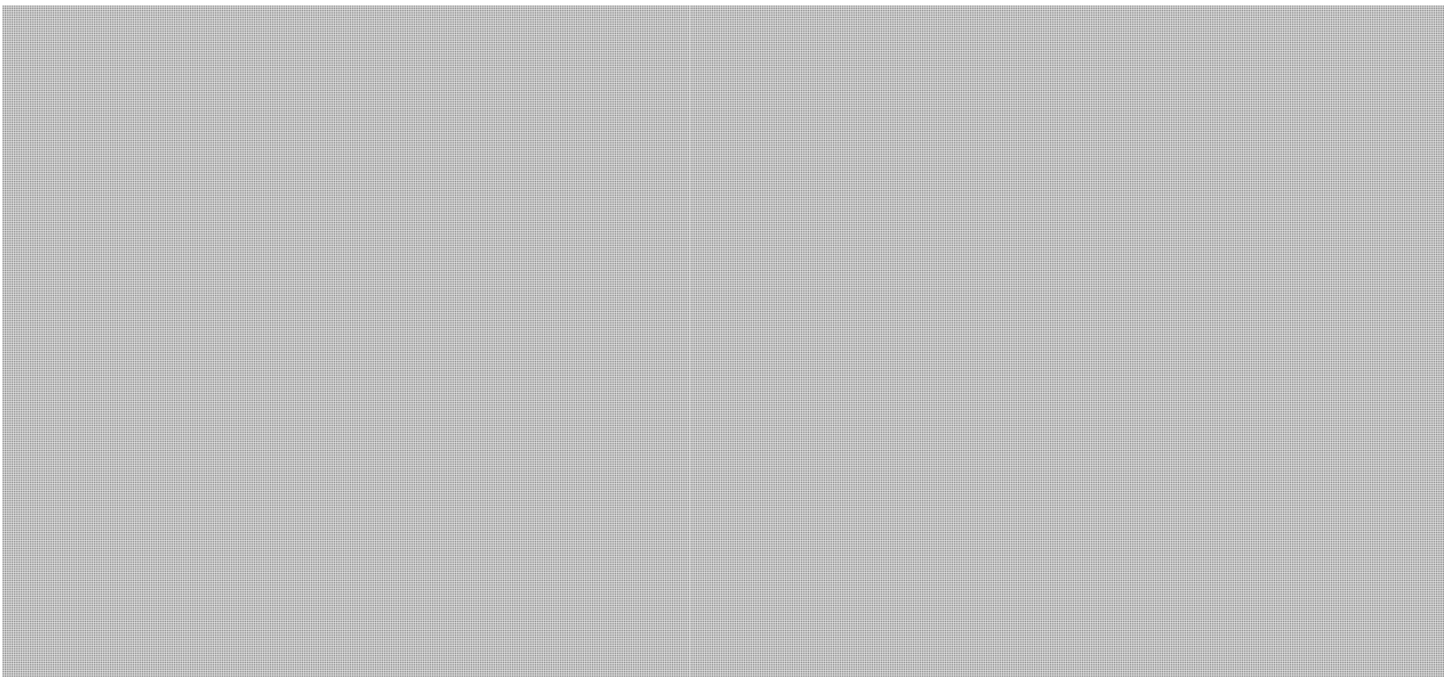
Hi Julien,

Thank you,  
Liliana

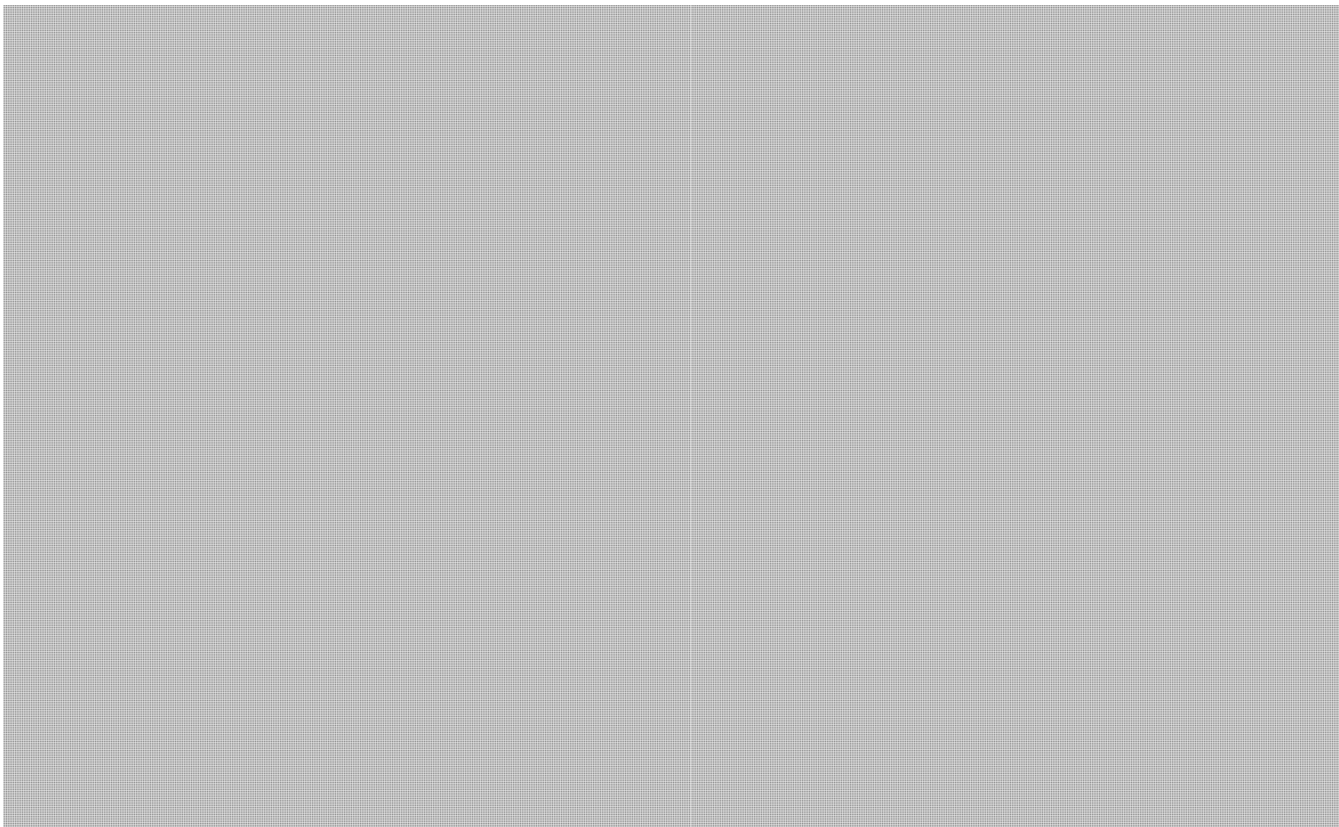
\*\*\*\*\*  
\*\*\*\*\*  
\*\*\*\*\*

Hello Regional Directors and Regional Executives,  
Please share this information with all Jordan's Principle Regional Staff.

s.23







Should you have questions, do not hesitate to contact us at Service Delivery & Operations - Jordans Principle / Principe de Jordan [SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)

Thank you,

Liliana Gutierrez

She/elle

A/Director General, Jordan's Principle and Inuit Child First Initiative

First Nations and Inuit Health Branch, Indigenous Services Canada

[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)

Mobile: 514-214-6239

Directrice générale par intérim

Principe de Jordan et l'Initiative: les enfants Inuits d'abord

Direction générale de la santé des Premières Nations et des Inuits

Services aux Autochtones Canada

[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)

Quilty, Jamie Lee

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, January 21, 2025 5:15 PM  
**To:** Castonguay, Julien; Cookson-Hills, Molly (she-elle)  
**Cc:** Rukiewicz, Katrina; Morse, Jennifer  
**Subject:** RE: PRIVILEGED updated external operational bulleting  
**Attachments:**

Hi Julien,  
I edited based on your comments.  
Let me know if it works.  
Thanks,  
Liliana

**From:** Castonguay, Julien  
**Sent:** Tuesday, January 21, 2025 4:49 PM  
**To:** Gutierrez, Liliana (she-elle) ; Cookson-Hills, Molly (she-elle)  
**Cc:** Rukiewicz, Katrina ; Morse, Jennifer  
**Subject:** RE: PRIVILEGED updated external operational bulleting

Can you look at the changes in the attached and think about how we reflect the October effective date since that is the case

Thank you

**From:** Gutierrez, Liliana (she-elle) <liliana.gutierrez@sac-isc.gc.ca>  
**Sent:** Tuesday, January 21, 2025 4:09 PM  
**To:** Castonguay, Julien <julien.castonguay@sac-isc.gc.ca>; Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>  
**Cc:** Rukiewicz, Katrina <katrina.rukiewicz@sac-isc.gc.ca>; Morse, Jennifer <jennifer.morse@sac-isc.gc.ca>  
**Subject:** PRIVILEGED updated external operational bulleting

PRIVILEGED  
Hi Julien,

I attached track changes and clean version.  
If you are good with that, we can update ICFI for tomorrow morning.  
Thanks!

Liliana Gutierrez  
She/elle  
A/Director General, Jordan’s Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)

**Pages 1719 to / à 1738  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 1739 to / à 1740  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

---

**From:** Morse, Jennifer  
**Sent:** Saturday, November 2, 2024 10:21 AM  
**To:** Cheung, Jethro  
**Cc:** Labaki, Aline; Martin, Wesley  
**Subject:** RE: Respite Action Item - Jen connect with HQ Policy, Jethro

We should talk. As you have seen we did define respite in the operational guidance document. Should we be elaborating on it further in its own policy document?

I think we discussed having supporting documents annexed to the guidance document, I think respite may be one we want to tackle.

Jen

---

**From:** Cheung, Jethro  
**Sent:** Thursday, October 31, 2024 8:34 AM  
**To:** Morse, Jennifer  
**Cc:** Labaki, Aline  
**Subject:** RE: Respite Action Item - Jen connect with HQ Policy, Jethro

Hi Jen,

Wanted to follow up on this – are you still looking to Policy to develop a definition/best practice for respite?

Thanks,  
Jethro

---

**From:** Cheung, Jethro  
**Sent:** Friday, October 11, 2024 8:52 AM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Cc:** Lemick, Rita (she-elle) <[rita.lemick@sac-isc.gc.ca](mailto:rita.lemick@sac-isc.gc.ca)>; Simonini, Marci <[marci.simonini@sac-isc.gc.ca](mailto:marci.simonini@sac-isc.gc.ca)>; Labaki, Aline <[aline.labaki@sac-isc.gc.ca](mailto:aline.labaki@sac-isc.gc.ca)>  
**Subject:** RE: Respite Action Item - Jen connect with HQ Policy, Jethro

Hi Jen,

This is not on my radar (or Policy's), but happy to support. I'm looping in Rita and also Marci, who previously helped gather documents on respite. Do you have a target deadline for this?

Thanks,  
Jethro

---

**From:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Sent:** Thursday, October 10, 2024 3:55 PM  
**To:** Cheung, Jethro <[Jethro.Cheung@sac-isc.gc.ca](mailto:Jethro.Cheung@sac-isc.gc.ca)>  
**Subject:** FW: Respite Action Item - Jen connect with HQ Policy, Jethro

Hi Jethro,

I am not sure if you and I spoke about this email below. Is this on your radar.

Jen

---

**From:** Robinson, Grant <[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca)>  
**Sent:** Friday, September 13, 2024 12:14 PM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>  
**Cc:** Atwal, Jaspreet (she-elle) <[jaspreet.atwal@sac-isc.gc.ca](mailto:jaspreet.atwal@sac-isc.gc.ca)>  
**Subject:** Respite Action Item - Jen connect with HQ Policy, Jethro

Hello,

Jennifer, follow-up to this morning's conversation about – Respite Definition & Jordan's Principle funding parameters.

Some materials for discussion:

- HQ Policy has provided, "RE: Respite."
- I included a previous email chain to MSP about a case where a MSP was performing an Internal File Review
- PowerPoint my previous BC Education Team Lead created for the BC Focal Point education (PM-05/04/02)
- [CHEO respite and home-care programs providing extra support to families](#)
- [CHEO Childrens Treatment Centre](#)

Follow-up Action Item, Jennifer to connect with HQ Policy, Jethro, to work through a compare/contrast of each provincial/territory respite policy/funding model (regional specific info located in first attachment, "2018 PT Respite Care Normative Standards...")

Ideally HQ Policy would hold the pen on creating a formal Jordan's Principle & ICFI respite definition and adjudication policy/best practice to best direct our work.

Jas and I are happy to partake wherever you may see us fitting into the conversation/process.

Kindly,  
Grant

Grant Robinson  
(he/him/il/lui)

Manager of the Operations Team  
Jordan's Principle and Inuit Child First Initiative  
National Capital Region, First Nations and Inuit Health Branch  
Indigenous Services Canada  
[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca) | Mobile: 604.317.0945

Gestionnaire par intérim de l'équipe des opérations, Bureau national  
Direction générale de la santé des Premières nations et des Inuits  
Le principe de Jordan et l'initiative Les enfants inuits d'abord  
Services aux Autochtones Canada  
[grant.robinson@sac-isc.gc.ca](mailto:grant.robinson@sac-isc.gc.ca) | Tél: 604.317.0945

## Quilty, Jamie Lee

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, January 21, 2025 10:52 AM  
**To:** Cookson-Hills, Molly (she-elle); Morse, Jennifer; Rukiewicz, Katrina  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan; ADMO Jordans Principle / Principe de Jordan; Stefanis, Tasha (she-elle)  
**Subject:** RE: Seeking urgent revision of operational guidance document

Hi Molly,  
Will do. Thanks.  
Liliana

---

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Tuesday, January 21, 2025 10:46 AM  
**To:** Morse, Jennifer ; Gutierrez, Liliana (she-elle) ; Rukiewicz, Katrina  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan ; ADMO Jordans Principle / Principe de Jordan ; Stefanis, Tasha (she-elle)  
**Subject:** Seeking urgent revision of operational guidance document

Hi team,

Julien is asking for you to work on the attached on an urgent basis. We need to take the attached document (what you sent me yesterday Jen, just renamed), separating it into two (Jordan's and ICFI) and ensuring it is ready to go back up to MINO today with the rest of the implementation package. I left a more detailed note in a comment in the note.

For your reference, I have attached the rest of the package that is ready to go up (we have added in the comms pieces as annexes) to go back up to MINO as soon as we have the operational piece ready to go.

Julien is available to discuss at lunch if you have questions – otherwise, please send back to us this afternoon.

My apologies for the tight turnaround but if we can get this last piece up to them, we will be close to getting approval on the full implementation package.

Best,  
Molly  
343-549-2963

Quilty, Jamie Lee

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, January 21, 2025 12:42 PM  
**To:** Cookson-Hills, Molly (she-elle); Morse, Jennifer; Rukiewicz, Katrina  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan; ADMO Jordans Principle / Principe de Jordan; Stefanis, Tasha (she-elle)  
**Subject:** RE: Seeking urgent revision  
**Attachments:**

Hi Molly,  
Please see attached as requested.  
Thanks,

Liliana Gutierrez  
She/elle  
A/Director General, Jordan’s Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch, Indigenous Services Canada  
liliana.gutierrez@sac-isc.gc.ca  
Mobile: 514-214-6239

Directrice générale par intérim  
Principe de Jordan et l’Initiative: les enfants Inuits d’abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada  
liliana.gutierrez@sac-isc.gc.ca

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Tuesday, January 21, 2025 10:46 AM  
**To:** Morse, Jennifer ; Gutierrez, Liliana (she-elle) ; Rukiewicz, Katrina  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan ; ADMO Jordans Principle / Principe de Jordan ; Stefanis, Tasha (she-elle)  
**Subject:** Seeking urgent revision

Hi team,

Julien is asking for you to work on the attached on an urgent basis. We need to take the attached document (what you sent me yesterday Jen, just renamed), separating it into two (Jordan’s and ICFI) and ensuring it is ready to go back up to MINO today with the rest of the implementation package. I left a more detailed note in a comment in the note.

For your reference, I have attached the rest of the package that is ready to go up (we have added in the comms pieces as annexes) to go back up to MINO as soon as we have the operational piece ready to go.

Julien is available to discuss at lunch if you have questions – otherwise, please send back to us this afternoon.

My apologies for the tight turnaround but if we can get this last piece up to them, we will be close to getting approval on the full implementation package.

Best,  
Molly  
343-549-2963



**Pages 1745 to / à 1767  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, January 21, 2025 12:46 PM  
**To:** Cheung, Jethro  
**Cc:** Morse, Jennifer; Labaki, Aline; Rukiewicz, Katrina  
**Subject:** RE: Seeking urgent revision of operational guidance document

Thanks so much!

Liliana

---

**From:** Cheung, Jethro  
**Sent:** Tuesday, January 21, 2025 12:08 PM  
**To:** Gutierrez, Liliana (she-elle)  
**Cc:** Morse, Jennifer ; Labaki, Aline ; Rukiewicz, Katrina  
**Subject:** RE: Seeking urgent revision of operational guidance document

Hi Liliana,

Here are the two documents for Jordan's Principle and Inuit CFI.

Thanks,  
Jethro

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Tuesday, January 21, 2025 11:08 AM  
**To:** Cheung, Jethro  
**Cc:** Morse, Jennifer ; Labaki, Aline ; Rukiewicz, Katrina  
**Subject:** FW: Seeking urgent revision of operational guidance document

Hi Jethro,  
Can you please help us urgently with this piece.  
You need to use the Operational Guidance on implementation document and create a new one for ICFI.  
As you see below it is urgent.  
Thanks,  
Liliana

---

**From:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>  
**Sent:** Tuesday, January 21, 2025 10:46 AM  
**To:** Morse, Jennifer <[jennifer.morse@sac-isc.gc.ca](mailto:jennifer.morse@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>; Rukiewicz, Katrina <[katrina.rukiewicz@sac-isc.gc.ca](mailto:katrina.rukiewicz@sac-isc.gc.ca)>  
**Cc:** Service Delivery & Operations - Jordans Principle / Principe de Jordan <[SDOJordansPrinciple-principejordan@sac-isc.gc.ca](mailto:SDOJordansPrinciple-principejordan@sac-isc.gc.ca)>; ADMO Jordans Principle / Principe de Jordan <[ADMOjordansprinciple-principejordan@sac-isc.gc.ca](mailto:ADMOjordansprinciple-principejordan@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>  
**Subject:** Seeking urgent revision of operational guidance document

Hi team,

Julien is asking for you to work on the attached on an urgent basis. We need to take the attached document (what you sent me yesterday Jen, just renamed), separating it into two (Jordan's and ICFI) and ensuring it is ready to go back up to MINO today with the rest of the implementation package. I left a more detailed note in a comment in the note.

For your reference, I have attached the rest of the package that is ready to go up (we have added in the comms pieces as annexes) to go back up to MINO as soon as we have the operational piece ready to go.

Julien is available to discuss at lunch if you have questions – otherwise, please send back to us this afternoon.

My apologies for the tight turnaround but if we can get this last piece up to them, we will be close to getting approval on the full implementation package.

Best,  
Molly  
343-549-2963

**Pages 1770 to / à 1790  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

---

**From:** Gutierrez, Liliana (she-elle)  
**Sent:** Friday, January 31, 2025 12:28 PM  
**To:** Castonguay, Julien; Bagshaw, Jules (she-elle); Pitman, Robin; Stefanis, Tasha (she-elle)  
**Cc:** Cookson-Hills, Molly (she-elle); McMerty, Barra (she-elle)  
**Subject:** RE: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi Julien,  
Yes, checking on status and will send it back.  
Thanks,

Lilliana

---

**From:** Castonguay, Julien  
**Sent:** Friday, January 31, 2025 11:41 AM  
**To:** Bagshaw, Jules (she-elle) ; Pitman, Robin ; Stefanis, Tasha (she-elle) ; Gutierrez, Liliana (she-elle)  
**Cc:** Cookson-Hills, Molly (she-elle) ; McMerty, Barra (she-elle)  
**Subject:** RE: Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Thank Jules,

Liliana – have we edited our version on the basis of Lydia's first set of comments so we can send it back ?

---

**From:** Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>  
**Sent:** Friday, January 31, 2025 11:35 AM  
**To:** Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>; Pitman, Robin <[Robin.Pitman@sac-isc.gc.ca](mailto:Robin.Pitman@sac-isc.gc.ca)>; Stefanis, Tasha (she-elle) <[Tasha.Stefanis@sac-isc.gc.ca](mailto:Tasha.Stefanis@sac-isc.gc.ca)>; Gutierrez, Liliana (she-elle) <[liliana.gutierrez@sac-isc.gc.ca](mailto:liliana.gutierrez@sac-isc.gc.ca)>  
**Cc:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>  
**Subject:** Update from MinO: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Sharing the update from MinO below. Please let me know if you want Robin or I to share up anything further today.

Thanks!  
JB

---

**From:** Lane, Amanda (she-elle) <[amanda.lane@sac-isc.gc.ca](mailto:amanda.lane@sac-isc.gc.ca)>  
**Sent:** Friday, January 31, 2025 11:31 AM  
**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>; McMerty, Barra (she-elle) <[barra.mcmerty@sac-isc.gc.ca](mailto:barra.mcmerty@sac-isc.gc.ca)>; Bagshaw, Jules (she-elle) <[Jules.Bagshaw@sac-isc.gc.ca](mailto:Jules.Bagshaw@sac-isc.gc.ca)>; Irwin, Susan (she-elle) <[Susan.Irwin@sac-isc.gc.ca](mailto:Susan.Irwin@sac-isc.gc.ca)>  
**Cc:** Ajzerle, Sanda (she-elle) <[Sanda.Ajzerle@sac-isc.gc.ca](mailto:Sanda.Ajzerle@sac-isc.gc.ca)>; Boyer, Krista <[Krista.boyer3@sac-isc.gc.ca](mailto:Krista.boyer3@sac-isc.gc.ca)>  
**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi Molly,

Apologies for any confusion – MinO has just gotten back to me with the following:

*I will know Monday if there are further edits. Could we please get a new version sent up with the edits incorporated, as soon as possible?*

Let me know if you have any questions or concerns.

Best,

Amanda

---

**From:** Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>

**Sent:** Thursday, January 30, 2025 12:58 PM

**To:** Lane, Amanda (she-elle) <amanda.lane@sac-isc.gc.ca>; McMerty, Barra (she-elle) <barra.mcmerty@sac-isc.gc.ca>; Bagshaw, Jules (she-elle) <Jules.Bagshaw@sac-isc.gc.ca>; Irwin, Susan (she-elle) <Susan.Irwin@sac-isc.gc.ca>

**Cc:** Ajzerle, Sanda (she-elle) <Sanda.Ajzerle@sac-isc.gc.ca>; Boyer, Krista <Krista.boyer3@sac-isc.gc.ca>

**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Thank you so much for these Amanda – in follow up to my previous email, I confirmed these are the right versions being commented on; just an old thread 😊

Just confirming if there are more edits coming on these? The operational bulletin would be amazing to have finalized so we can get it out the door to regions.

Molly

343-549-2963

---

**From:** Lane, Amanda (she-elle) <amanda.lane@sac-isc.gc.ca>

**Sent:** Thursday, January 30, 2025 12:23 PM

**To:** McMerty, Barra (she-elle) <barra.mcmerty@sac-isc.gc.ca>; Bagshaw, Jules (she-elle) <Jules.Bagshaw@sac-isc.gc.ca>; Irwin, Susan (she-elle) <Susan.Irwin@sac-isc.gc.ca>; Cookson-Hills, Molly (she-elle) <molly.cookson-hills@sac-isc.gc.ca>

**Cc:** Ajzerle, Sanda (she-elle) <Sanda.Ajzerle@sac-isc.gc.ca>; Boyer, Krista <Krista.boyer3@sac-isc.gc.ca>

**Subject:** RE: HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

Hi FNIHB,

I hear the team was looking for feedback leading up to the All-MinO. Attached are some preliminary edits to the two annexes but MinO is working to have this returned from the Minister as soon as possible.

Final to come later on. Hope this is helpful!

Amanda

---

**From:** Deschênes-Matte, Marie-Claude (elle-she) <Marie-Claude.Deschenes-Matte@sac-isc.gc.ca>

**Sent:** Monday, December 16, 2024 9:51 PM

**To:** Blois, Lydia (she-elle) <Lydia.Blois@sac-isc.gc.ca>

**Cc:** Nudo, Jordano <jordano.nudo@sac-isc.gc.ca>; Ajzerle, Sanda (she-elle) <Sanda.Ajzerle@sac-isc.gc.ca>; Lane, Amanda (she-elle) <amanda.lane@sac-isc.gc.ca>; Boyer, Krista <Krista.boyer3@sac-isc.gc.ca>

**Subject:** HW1867- Jordan's Principle Implementation Plan - previously MIN-BR1430

**Importance:** High

Good evening,

\*This docket was previously MIN-BR1430. I am sharing it with you for tracking purposes. No changes were made to the note since it reached MinO under MIN-BR1430. 😊

Please find attached a Decision note for the Minister.

PW to follow.

Thank you,

*Marie-Claude*

(She, her - elle) 🇵🇪

## Quilty, Jamie Lee

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**From:** s.19(1) Castonguay, Julien  
**Sent:** s.21(1)(a) Monday, December 2, 2024 11:07 PM  
**To:** s.21(1)(b) Kovacevic, Michelle  
**Cc:** Carleton, Daniel (he-il); Cookson-Hills, Molly (she-elle)  
**Subject:** RE: Week Ahead - Dec 2nd - 6th

Absolutely – I have a lot of availability tomorrow as I left space in my agenda to meet with partners but all meetings fell Wednesday / Thursday

[REDACTED]

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**From:** Kovacevic, Michelle  
**Sent:** Monday, December 2, 2024 9:07 PM  
**To:** Castonguay, Julien  
**Cc:** Wilson, Gina ; St-Aubin, Candice (she-elle-kwe) ; Wheatley, Jennifer ; Carleton, Daniel (he-il) ; Cooper, Suzanne ; Cookson-Hills, Molly (she-elle) ; Wilson, Gina ; St-Aubin, Candice (she-elle-kwe) ; Wheatley, Jennifer ; Carleton, Daniel (he-il) ; Cooper, Suzanne ; Cookson-Hills, Molly (she-elle)  
**Subject:** Re: Week Ahead - Dec 2nd - 6th

that's quite a load.

if you are amenable, Julien, i will set up a meeting tommo to land a couple of the issues you surfaced ( [REDACTED]

[REDACTED]

cheers -

[REDACTED]

mk

Michelle Kovacevic  
Associate Deputy Minister  
sous ministre déléguée  
Indigenous Services Canada  
613-295-3696

On Dec 2, 2024, at 00:09, Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)> wrote:

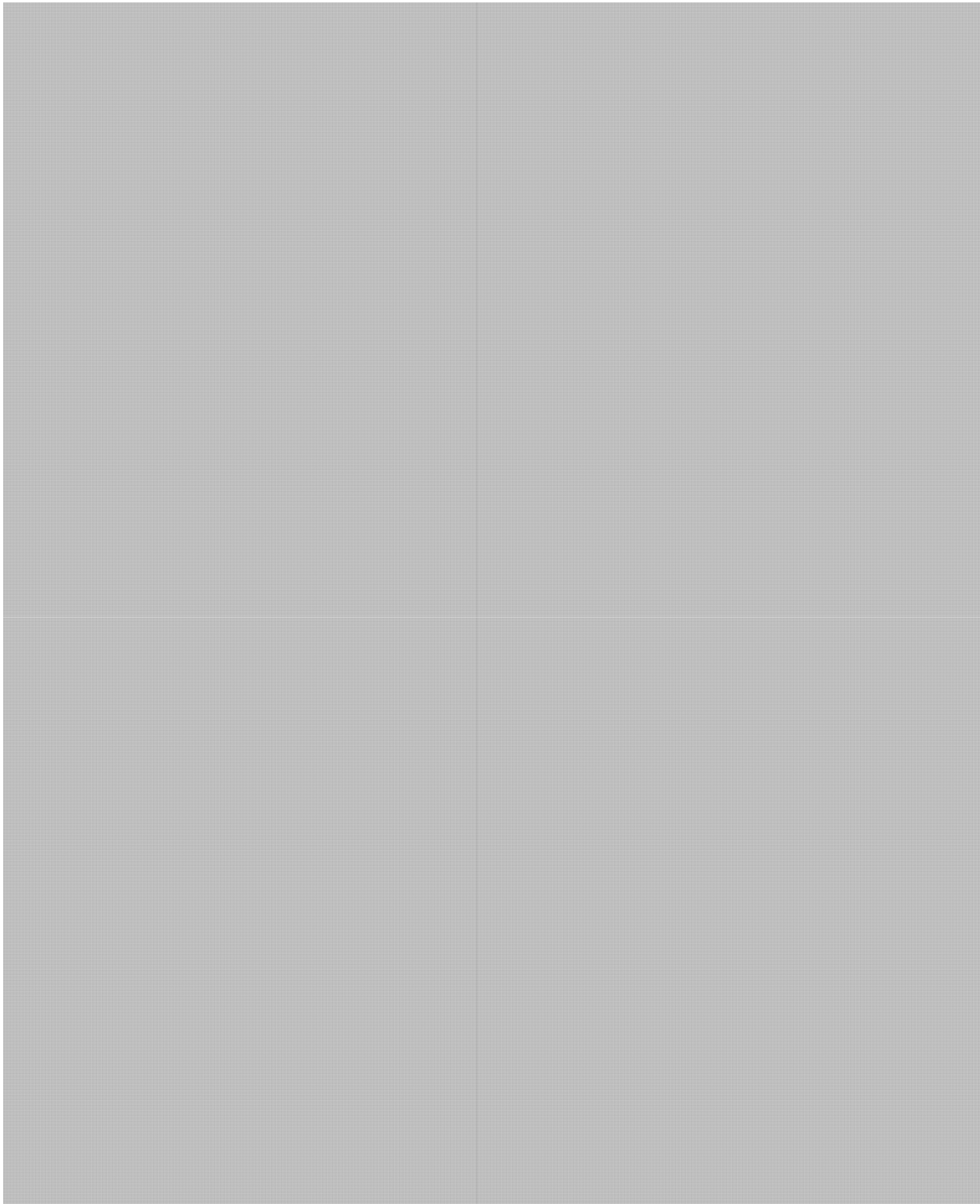
Hi Deputies,

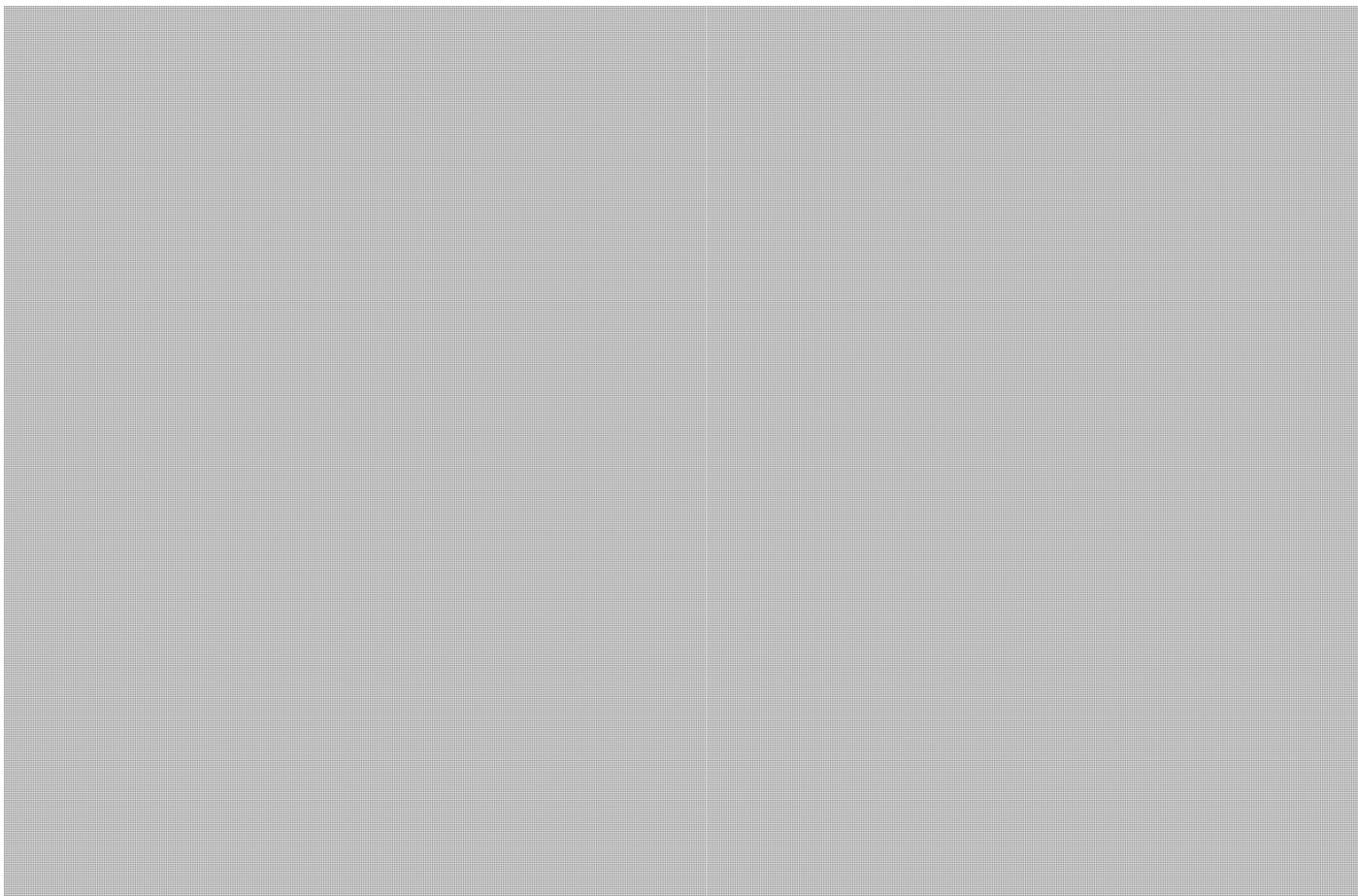
I hope you had a great weekend.

Apologies for the length of the update this week. [REDACTED] The next few ones will be even more so.

[REDACTED]







Thank you for your support

Julien

**s.19(1)**

**s.21(1)(b)**

**Pages 1797 to / à 1800  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

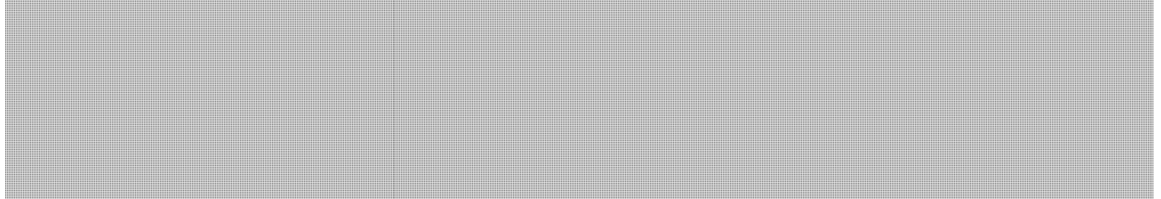
**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Morse, Jennifer  
**Sent:** Monday, November 18, 2024 4:09 PM  
**To:** Stefanis, Tasha (she-elle); McPhee, Holly (she-elle); Shah, Lena; Gutierrez, Liliana (she-elle)  
**Cc:** Martin, Wesley  
**Subject:** Chart for exceptions

**Attachments:**



Good day,

I continue to update the above noted document, sharing for your input and consideration.

I am attaching those for your consideration as well.

Jennifer

**Pages 1802 to / à 1806  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**23**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 1807 to / à 1809  
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**23, 21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 1810 to / à 1838  
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**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Quilty, Jamie Lee

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**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Monday, January 20, 2025 2:58 PM  
**To:** Castonguay, Julien  
**Cc:** ADMO Jordans Principle / Principe de Jordan; Crowder, Cassandra  
**Subject:** FW: [REDACTED]  
**Attachments:** [REDACTED]

Let me know if this works,

Molly  
343-549-2963

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**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Monday, January 20, 2025 2:16 PM  
**To:** Castonguay, Julien <julien.castonguay@sac-isc.gc.ca>  
**Subject:** FW: [REDACTED]

Molly  
343-549-2963

---

**From:** Cookson-Hills, Molly (she-elle)  
**Sent:** Wednesday, January 8, 2025 11:56 AM  
**To:** Dawson, Shannon <[Shannon.Dawson@sac-isc.gc.ca](mailto:Shannon.Dawson@sac-isc.gc.ca)>  
**Cc:** Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>; Castonguay, Julien <[julien.castonguay@sac-isc.gc.ca](mailto:julien.castonguay@sac-isc.gc.ca)>  
**Subject:** RE: [REDACTED]

Hi Shannon,

[REDACTED]



Let us know if you have any questions, and thanks so much!

Molly  
343-549-2963

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**From:** Dawson, Shannon <[Shannon.Dawson@sac-isc.gc.ca](mailto:Shannon.Dawson@sac-isc.gc.ca)>  
**Sent:** Wednesday, January 8, 2025 11:34 AM



**To:** Cookson-Hills, Molly (she-elle) <[molly.cookson-hills@sac-isc.gc.ca](mailto:molly.cookson-hills@sac-isc.gc.ca)>

**s.21(1)(a)**

**Cc:** Carleton, Daniel (he-il) <[Daniel.Carleton@sac-isc.gc.ca](mailto:Daniel.Carleton@sac-isc.gc.ca)>

**s.21(1)(b)**

**Subject:** C [REDACTED]

Good morning Molly,

Thank you,

Shannon Dawson

Executive Assistant to the Associate Deputy Minister  
Services aux Autochtones Canada / Gouvernement du Canada  
[Shannon.Dawson@sac-isc.gc.ca](mailto:Shannon.Dawson@sac-isc.gc.ca) / Tel: 343-572-9710

Adjointe exécutive à la sous-ministre déléguée  
Indigenous Services Canada / Government of Canada  
[Shannon.Dawson@sac-isc.gc.ca](mailto:Shannon.Dawson@sac-isc.gc.ca) / Tél. : 343-572-9710

**Page 1841**

**is withheld pursuant to sections  
est retenue en vertu des articles**

**23, 21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 1842 to / à 1854  
are withheld pursuant to sections  
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**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 1855 to / à 1857  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**21(1)(a)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 1858 to / à 1860  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

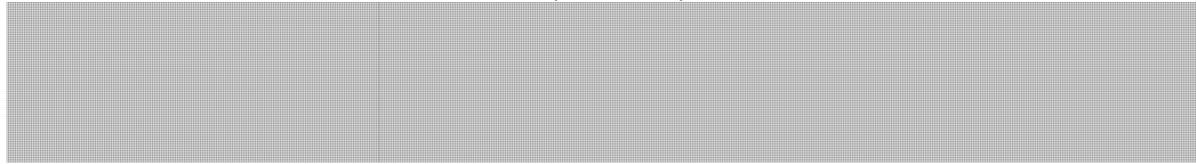
s.21(1)(b)

## Quilty, Jamie Lee

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**From:** Service Delivery & Operations - Jordans Principle / Principe de Jordan  
**Sent:** Friday, January 31, 2025 3:32 PM  
**To:** Morse, Jennifer; Milliken, Rachel (she)  
**Cc:** Gutierrez, Liliana (she-elle); OPS Jordans Principle / Principe de Jordan

**Subject:**  
**Attachments:**



**Importance:** High  
**Categories:** Action

Hello Team,

These documents have the latest edits and comments that need to be addressed. Once these are done for the Jordan's Principle pieces, Liliana will approve. Robin in ADMO will then mirror these updates to the ICFI versions.

Thank you,

**Wesley S. Martin**  
(he, him | il, le)

Program Support Assistant / Jordan's Principle and Inuit Child First Initiative  
First Nations and Inuit Health Branch  
Indigenous Services Canada / Government of Canada  
[wesley.martin@sac-isc.gc.ca](mailto:wesley.martin@sac-isc.gc.ca) / Tel: 873-355-9982

Adjoint en soutien de programme / Principe de Jordan et l'Initiative: les enfants Inuits d'abord  
Direction générale de la santé des Premières Nations et des Inuits  
Services aux Autochtones Canada / Gouvernement du Canada  
[wesley.martin@sac-isc.gc.ca](mailto:wesley.martin@sac-isc.gc.ca) / Tél: 873-355-9982



Indigenous Services  
Canada

Services aux  
Autochtones Canada

*I acknowledge with respect, the unceded territory of the  
Algonquin Anishnaabe People, whose land I live, work, and play on.  
Miigwetch!*

**Pages 1862 to / à 1875  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**21(1)(a), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**