



**INQUIRY RESPECTING THE TREATMENT,
EXPERIENCES AND OUTCOMES OF INNU
IN THE CHILD PROTECTION SYSTEM**

**STRATEGIC
&
OPERATIONAL
PLAN**

JULY 2023

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MESSAGE FROM THE COMMISSIONERS

The Inquiry Respecting the Treatment, Experiences and Outcomes of Innu in the Child Protection System has been a long time coming. In July 2017, the Government of Newfoundland and Labrador and Innu Nation announced a Memorandum of Understanding had been reached outlining their mutual intent to pursue an inquiry; that monumental achievement was, nevertheless, merely the culmination of years of questions from the Innu communities of Natuashish and Sheshatshiu as to the experience of Innu children and youth in the child protection system.

On 29 April 2022, the Government and Innu Nation announced the formal launch of the Inquiry, appointing its three Commissioners, and publishing its Terms of Reference, which had been negotiated and agreed-upon by the Provincial and Innu governments. Since that time, the Inquiry team has undertaken a significant amount of work to prepare for and support the discharge of our mandate as Commissioners, and although unforeseen challenges are sure to arise, we are embarking upon the second year of our work in a manner that is respectful to and of the Innu people and Innu values, and towards our consideration of the treatment, experiences and outcomes of Innu in the child protection system.

The Inquiry is guided by the Touchstones of Hope principles of truth-telling, acknowledging, and restoring. We put these principles into practice through formal and informal mechanisms, such as community meetings and gatherings, and Formal Hearings and Investigations. We are ever-mindful of the potential impacts this Inquiry may have on people, and seek to conduct this Inquiry in a manner that, to the extent possible, avoids or mitigates significant distress, traumatic memories, and relapse for the Innu people and within the Innu communities. Our key tenet is, “Do no further harm”, and we are prepared to take the time necessary to ensure that the Inquiry is able to meet its mandate in a manner that ensures the paramountcy of the health and well-being of Innu people, culture, and communities. We are consequently committed to ensuring mental health and trauma-informed counselling supports are available to all members of the Innu communities before, during, and after Inquiry proceedings and participation.

We recognise that this Inquiry relies upon public resources to fund its operations; we are grateful for that public support, and the public trust that has been placed in us to lead this Inquiry. We remain steadfast in our commitment to discharge our mandate in a way that is consistent with proper and prudent stewardship of public trust and public funds, including the effective, efficient, and economical use of public resources.

The Inquiry’s Indigenous lens has proven, and will prove, vital to ensuring this Inquiry is able to meet the high standards of investigation and assessment outlined in its Terms of Reference, in order to meet the imperatives of the parties, as outlined by the Premier and the Grand Chief upon the establishment of the Inquiry. Premier Furey noted that the “path towards Reconciliation is through listening, understanding, and mutual respect”, and that the Inquiry was expected to provide a better understanding of “how we improve for the future.” Grand Chief Rich echoed these sentiments, and expressed Innu Nation’s hope that the Inquiry “will continue a path towards healing and that it will inform how we can best move forward in the future to avoid repeating mistakes of the past.”

We are honoured and humbled to be charged with such an awesome responsibility to the Innu people of Natuashish and Sheshatshiu, past, present, and future, and to all Newfoundlanders and Labradorians, and look forward to delivering upon that promise.



James Igloliorte
Commissioner



Anastasia Qupee
Commissioner



Dr. Mike Devine
Commissioner

MANDATE

The Inquiry's mandate was promulgated by the Lieutenant-Governor-in-Council on 28 April 2022 as the [Inquiry Respecting the Treatment, Experiences and Outcomes of Innu in the Child Protection System Order](#) (OC2022-103 refers), hereinafter referred to as the "Terms of Reference".

Section 4(1) of the Terms of Reference charges the Commissioners with inquiring into:

- (a) the history of the child protection system in the province as applied to the Innu;
- (b) the roles of the federal, provincial and Innu governments in the history referred to in paragraph (a) and in the current child protection system;
- (c) the main reasons for child protection involvement for Innu;
- (d) the availability and quality of specialized services to Innu children and youth within the Innu communities, including placements, mental health and addiction services and medical services;
- (e) the impact of the availability of the specialized services referenced in paragraph (d) on Innu children and youth coming into care or custody or being placed outside of Innu communities and how that availability can be improved;
- (f) access to Innu culture, language and community contact for Innu children and youth in care or custody, particularly those placed outside of Innu communities;
- (g) any impacts, including long-term impacts, of the loss of language, culture and family and community connection where Innu children and youth are placed outside of Innu communities;
- (h) access to outpost programs and other Innu land-based activities for Innu children and youth in the child protection system, particularly those placed outside of Innu communities;
- (i) the diagnosis for, prescription of and use of medication on Innu children and youth in care or custody, the reasons for the use of medication and related concerns;
- (j) the cultural fit of the provincial standardized tools and assessment models used in the child protection system within Innu communities, including risk assessments and home assessments;
- (k) the reintegration and support of Innu children and youth exiting care or custody and related concerns;
- (l) the health and well-being of Innu children and youth while in care or custody and after exiting care or custody and related concerns;
- (m) outcomes for Innu children, youth and adults who are, or were, in care or custody and a comparison, to the greatest extent possible, to the outcomes for other Innu and other citizens of the province, including
 - (i) educational achievement,
 - (ii) employment and income,

- (iii) housing and homelessness,
 - (iv) physical and mental health and addictions,
 - (v) suicide and attempted suicide,
 - (vi) other causes of mortality and serious injury,
 - (vii) criminalization and incarceration, and
 - (viii) involvement as a parent with the child protection system;
- (n) effects on parents and grandparents in families of origin when Innu children and youth become involved with child protection services, particularly where a child or youth is removed from home outside traditional kinship arrangements, including
- (i) impacts on physical and mental health and addictions,
 - (ii) criminalization and incarceration, and
 - (iii) access to job opportunities;
- (o) availability and quality of legal representation for parents of Innu children and youth involved in the child protection system and barriers to effective legal representation;
- (p) access to court time for Innu child protection cases, the effects of court delay and difficulties for Innu with the child protection court process and alternative decision-making processes outside of court;
- (q) the way in which the child protection system interacts with Innu, the role of Innu versus non-Innu employment and direction and control of the system, and the role of differences in language, culture, race and income;
- (r) where an Innu child or youth is in need of protective intervention, the barriers to the ability of that child or youth to be supported and supervised within their own home or in traditional kinship arrangements, and how those barriers could be reduced;
- (s) the non-Innu communities in which Innu children and youth are placed in care or custody, what causes or contributes to Innu children and youth being placed outside of Innu communities and how the number of Innu children and youth placed outside of Innu communities can be reduced;
- (t) the availability and nature of the opportunities for family contact and relationships to Innu children and youth in care or custody, particularly those placed outside of their home community; and
- (u) implications for funding and resourcing arrangements.

Additionally, section 4(2) mandates the Commissioners to “investigate the death of an Innu child, youth or adult who experienced time in care or custody and who [...] was under the age of 25 at the time of death; [...] died on or after September 30, 2007; and [whose family] consents to the investigation and attests to the belief that the child's, youth's or adult's time in care or custody contributed to their death.”

In August 2022, Innu families were invited to request that the Commissioners investigate the death of a loved one whose time in the child protection system was believed to have contributed to their death. Six applications for such an investigation were received, all of which were accepted by the Commissioners.

Also in August 2022, the Commissioners issued [Rules of Procedure](#) pursuant to section 8 of the Terms of Reference, which Rules will guide the Inquiry's Commissioners, Counsel and officials in undertaking the work of the Inquiry.

Section 10(1) of the Terms of Reference provides that the Commissioners shall deliver a final report to the provincial Minister of Justice and Public Safety on or before 31 October 2023. Following a request from the Commissioners for an extension to this deadline, on 17 March 2023, the Lieutenant-Governor-in-Council approved an extension to 30 September 2024 (OC2023-062 refers).

Provisions in the Terms of Reference, as well as in an Order-in-Council setting out policies respecting funding and administrative matters relating to the Inquiry (OC2022-104 refers), provide that following delivery of the final report, the Commissioners are required to “prepare a plain language summary in English and Innu-aimun, to be delivered to the minister and the Grand Chief of the Innu Nation as soon as possible following the delivery of the final report”; “present its Final Report at community meetings to be held in Sheshatshiu and Natuashish”; and, “meet with the leadership of the Innu Representative Organizations, the Innu Round Table Secretariat, senior Government officials, and other stakeholders identified by the Inquiry Panel, as appropriate, to ensure full understanding of the lessons learned and the recommendations contained in the Final Report.”

OC2022-104 also provides direction to the Commissioners on healing services: “The Inquiry Panel shall coordinate with the Innu Representative Organizations with respect to the delivery of healing services and the provision of information about the healing services”.

Additionally, both the Terms of Reference and OC2022-104 provide direction to the Commissioners on translation:

- “The inquiry panel shall ensure that translation to and from Innu-aimun is available at all proceedings of the inquiry.” (s. 5(3), Terms of Reference)
- “The Inquiry Panel shall arrange for translation services [...] and may work with the Innu Representative Organizations to make those arrangements” (s. 3, OC2022-104)

VISION

The Commissioners of the Inquiry Respecting the Treatment, Experiences and Outcomes of Innu in the Child Protection System aspire to enhance the lives of Innu children, families, and communities, support the Innu journey of healing and reconciliation, and contribute to the Innu realisation and exercise of self-determination.

MISSION

The Inquiry Respecting the Treatment, Experiences and Outcomes of Innu in the Child Protection System will undertake the necessary inquiries, research, and investigations to inform the submission of a Final Report to the provincial Minister of Justice and Public Safety that is culturally appropriate and meaningful, and respectful of and to the Innu, and that responds to the questions posed in the Terms of Reference and provides recommendations towards Innu self-determination.

VALUES

The Commissioners have identified Values that will underpin all the work of the Inquiry by its Commissioners, Counsel, officials, and consultants, and will guide their thinking and behaviours, and the Inquiry's approach to and decision-making processes in discharging the Commissioners' mandate.

These fundamental beliefs and principles include:

Seek wisdom and knowledge

Honour experiences and expertise

Understand Innu perspectives

Respect for Innu people and communities, and Innu culture and heritage

Eliminate bias, both conscious and unconscious bias, both cultural and racial

Embrace different ways of knowing, and different perspectives on contemporary society

Navigate divergent viewpoints with deference and appreciation for all persons who share their truth

Stewardship of the public trust and public resources

STAFF AND BUDGET

The Inquiry is led by three Commissioners: the Hon. James Igloliorte (chair); Ms. Anastasia Qupee; and, Dr. Mike Devine.

The Commissioners are supported by three legal counsel: Mr. Peter Ralph, KC (Lead Counsel); Ms. Caitlin Urquhart (co-Counsel); and, Ms. Lynn Moore (co-Counsel).

Inquiry officials include a Lead Executive Officer, Inquiry Manager, Executive Assistant, Research Analyst, Records Analyst, and Community Liaison Officer (Sheshatshiu). Efforts to recruit a Community Liaison Worker (Natuashish) are ongoing.

Of the Inquiry's 12 Commissioners, Counsel and officials, seven identify as female (58%), and five identify as male (42%); and, four (33%) self-identifying as Indigenous.

Additionally, the Inquiry is supported by a variety of experts, retained via parttime consultancies, including researchers, academics and subject-matter experts. The gender breakdown of consultants fluctuates, but, as at 01 May 2023, the eight consultants engaged by the Inquiry comprised five identifying as female (62.5%), and three identifying as male (37.5%); and, two (25%) self-identifying as Indigenous.

The Inquiry's office is located in St. John's, NL. Efforts to secure office space in Labrador have proven unsuccessful.

The Inquiry's Budget in 2023-24 is as follows:

Salaries	700,000
Employee Benefits	2,300
Transportation and Communications	3,182,700
Supplies	22,200
Professional Services	3,320,300
Purchased Services	3,532,800
Property, Furnishings and Equipment	13,700
TOTAL	10,774,000

Roles and Responsibilities

The **Commissioners** are responsible for conducting the Inquiry by leading its investigations into the subject-matters set out in the Terms of Reference, and for delivering a final report containing their findings and recommendations to the provincial Minister of Justice and Public Safety. The Commissioners are also responsible for approving policies, procedures, and plans prepared by the Lead Executive Officer.

Accountable to the Commissioners, the **Lead Executive Officer** (LEO) has general responsibility for the management of all non-legal aspects of the Inquiry, which include:

- Development of strategic, operational and administrative policies, procedures, and plans necessary to support the Commissioners' discharge of their mandate;
- Human resources recruitment, retention, and management;
- Budget planning and monitoring, and financial resources management;
- Spending, purchasing, and contracting authority and management;
- Coordination of (non-legal) external and media communications;

- Ensuring the Inquiry is recording information and documents in a manner which is consistent with the legislation and policy of GNL;
- Ensuring the Inquiry has a system of recording information and documents;
- Ensuring the Inquiry possesses information management and information technology commensurate with the needs and demands of the document production and disclosure and other needs of the Inquiry;
- Oversight and management of the Inquiry's hearing services coordination;
- Coordination of non-legal aspects of hearing/meeting planning; and,
- Ensuring the Inquiry has a project management system which is commensurate with the needs of the Inquiry.

Reporting to the Commissioners, **Inquiry Counsel** has responsibility for legal aspects of the Inquiry, which include:

- Acting as Counsel to the Commissioners, including providing general advice regarding the mandate of the Inquiry and also specific advice to the Commissioners and the LEO regarding matters such as contracts and the applicability of legislation to the operation of the Inquiry;
- Developing Rules of Procedure which shall generally outline the manner in which the Commissioner and the Inquiry will fulfil its mandate and provide advice regarding additions or amendments to the Rules;
- Collaborating with the LEO to ensure that the Inquiry addresses hearing services as required by the order in council issued in relation to the Inquiry;
- Summoning, processing, and disclosing documents;
- Attending and providing support to the Commissioners during informal hearings;
- Conducting Formal Hearings, including the identification of witnesses, both expert and non-expert;
- Identifying the information and policies of which the Commissioner should become familiar in order to write the final report;
- In consultation with the Commissioners, determining the individuals who will participate in the roundtables; and,
- Assisting the Commissioners in the drafting of the final report.

Reporting to the Lead Executive Officer, the **Inquiry Manager** has responsibilities which include Inquiry billing, invoicing, and purchase orders; Inquiry property, furnishings, and equipment; records and information management and information technology logistics and coordination; contractor management and employee affairs; government and Innu relations; interpretation and translations services management; and, hearing/meeting logistics, coordination, and execution.

Reporting to the Lead Executive Officer, the **Executive Assistant** has responsibilities which include providing administrative support to Inquiry Commissioners, Counsel and staff, including office and meeting room scheduling; supplies management; hearing/meeting schedules and participant consents/waivers; document control and curation, and secure file transfer management; and, monitoring statuses of summons, disclosures, and Exhibits identification. The Executive Assistant is also responsible for acting as the Inquiry's Hearing Clerk at hearings/meetings, and liaising with the audio-visual contractor and the Inquiry's transcribers to ensure the secure care and custody of all records of Inquiry proceedings.

Reporting to the Inquiry Manager, the **Records Analyst** has responsibilities which include oversight of the Inquiry's Information Management Policy and Naming Conventions; administering the Inquiry's HPE-RM instance, including collecting and cataloguing all Inquiry records; ensuring records and information management training is provided to Inquiry officials; and, curating the Inquiry's Shared Drive.

Reporting to the Inquiry Manager, the **Research Analyst** has responsibilities which include undertaking research directed by Inquiry Counsel; liaising with external researchers; providing policy support and advice to the Lead Executive Officer and Inquiry Manager; and, curating and where necessary identifying necessary redactions to documents disclosed to the Inquiry.

STRATEGIC DIRECTIONS

Strategic Directions represent the significant desired outcomes that the Inquiry will work towards as it pursues the discharge of its mandate and responsibilities. These major directions derive directly from the Inquiry's mandate, as established by the Lieutenant-Governor-in-Council.

The Strategic Directions will inform the Inquiry's Goals, Objectives and Indicators, which will provide a pathway for Inquiry Commissioners, Counsel and staff to meet the Inquiry's Strategic Directions, and satisfy the requirements of the Inquiry's mandate.

To support the Commissioners in monitoring progress, Inquiry officials will convene quarterly meetings at which progress updates will be provided and the Commissioners will be invited to confirm or update their direction to Inquiry Counsel and staff in their work in pursuit of the Strategic Directions.

No. I: Understand and Incorporate Innu History, Culture, and Values

Outcome: An understanding of the history, culture, and values of the Innu, in order to allow their incorporation into Inquiry process and practice, to ensure the Inquiry is appropriately grounded in and guided by the principles of acknowledging; restoring; relating; self-determination; and, culture and language.

This Outcome is foundational to ensuring the Inquiry is conducted in a manner consistent with its Terms of Reference, and that its conclusions and recommendations are informed by a holistic perspective and knowledge of the Innu historical context and current day lived realities.

No. II: Review and analyse Innu Interactions with the Child Protection System

Outcome: A review and analysis of the history and current practice of the child protection system as applied to the Innu, and the roles of the federal, provincial and Innu governments in that system, and an investigation into the treatment, experiences, and outcomes of child protection involvement for Innu.

This Outcome supports the Inquiry's mandate to understand the Innu communities', and Innu children's, interactions with the child protection system, including what has worked for the communities and what has not, and what changes the Innu communities want to see made. This Outcome will enable the formulation of clear recommendations by the Commissioners towards the development and delivery of an Innu-centred child protection system under Innu law and under Innu jurisdiction.

No. III: Reconciliation and Healing

Outcome: Every Innu person will have been able to speak with the Inquiry to share their wisdom, knowledge, and truths with the Inquiry, and will have been able to avail of healing services and supports wherever needed to minimise or avoid the incurrence of further harm.

This Outcome recognises the Inquiry shall be guided by principles that include truth-telling and acknowledging, intended to support the development of a child protection system that supports the safety

and well-being of Innu children and youth in order to achieve better outcomes for Innu children and youth. This Outcome will support the Inquiry in empowering Innu to tell their stories and share their experiences, recognising that truth and education are vital on the journey to reconciliation, and to healing.

No. IV: Report on Findings, and Chart a Path Forward towards Self-Determination

Outcome: The Final Report shall set out the findings of the Commissioners with respect to their mandate and enumerate clear recommendations, with each specifying the party(ies) responsible for its implementation, and, if possible, timeframes to measure success throughout post-Report implementation.

This Outcome supports the Inquiry's requirement to submit a final report to the provincial Minister of Justice and Public Safety aimed at supporting the Innu's stated objective of developing and delivering Innu-specific child and family services legislation under Innu jurisdiction.

ISSUES

Issue No. 1: Innu History, Culture, and Values

The Inquiry's work, and the Commissioners' investigations and deliberations, must be informed by a deep understanding and appreciation of Innu history, culture and heritage. It would be inappropriate, if not impossible, to develop clear recommendations aimed at supporting the development and delivery of Innu-specific child and family services legislation without understanding the Innu people and communities. At all times, the history, culture, values, knowledge and perspectives of the Innu must be central in the Commissioners' investigations and deliberations.

The Inquiry will strive to gain an appreciation of Innu history, culture, and values through the assessment of extant and commissioned expert and academic research; and, the convening of community and private meetings and formal hearings in the Innu communities, to ensure all Innu, and especially Elders, have the opportunity to meet with the Commissioners to share their knowledge, history, culture, and values.

GOAL I: By 30 June 2024, the Commissioners will have gained an understanding of Innu history, culture, and values that is sufficient and appropriate to inform their investigations and deliberations.

Objective I.1

By 30 June 2023, the Inquiry will have commenced initiatives to enhance the Commissioners' understanding of Innu history, culture, and values.

Indicators:

- Formal Hearings convened on Innu history
- Community and Private Meetings convened in Natuashish and Sheshatshiu
- Individuals shared their knowledge with the Commissioners
- Academic research, including books, reports, and periodicals, on Innu history, culture, and values reviewed

Objective I.2

By 31 December 2023, the Inquiry will have continued initiatives to enhance the Commissioners' understanding of Innu history, culture, and values.

Objective I.3

By 30 June 2024, the Inquiry will have completed initiatives to enhance the Commissioners' understanding of Innu history, culture, and values.

Issue No. 2: Innu Interactions with the Child Protection System

The Commissioners are explicitly mandated to investigate the history of Innu involvement with the child protection system, and their treatment, experiences and outcomes resulting therefrom. The Commissioners will undertake this central component of their mandate by seeking an understanding of the Innu communities' experiences with the child protection system, as well as through the investigation into the deaths of Innu children/youth whose deaths their families assert were contributed to by their involvement with the child protection system, and whose deaths the Commissioners have undertaken to investigate. The Commissioners' work in this area will be focused and more individualised than other areas of the Inquiry, with the expectation of findings of fact that will support the healing of bereaved families, and the learning of lessons which will inform the development and delivery of Innu-specific child and family services legislation.

The Inquiry will strive to achieve these findings of fact and learn these lessons by convening community and private meetings; formal hearings into the history of and contemporary experience with child protection in the Innu communities; and formal hearings into the deaths of specific Innu children/youth.

GOAL 2: By 30 June 2024, the Commissioners will have gained an understanding of Innu interactions with the child protection system, on both individual and collective levels.

Objective 2.1

By 30 June 2023, the Inquiry will have commenced initiatives to enhance the Commissioners' understanding of Innu interactions with the child protection system, on both individual and collective levels.

Indicators:

- Formal Hearings convened on Innu interactions with the child protection system
- Community and Private Meetings convened in Natuashish and Sheshatshiu
- Individuals shared their knowledge with the Commissioners
- Historic and individual records summonsed from Federal, Provincial, and Innu governments and agencies
- Documentary records disclosed to families whose children's deaths are being investigated
- Exhibits presented at formal hearings convened on Innu interactions with the child protection system

Objective 2.2

By 31 December 2023, the Inquiry will have continued initiatives to enhance the Commissioners' understanding of Innu interactions with the child protection system, on both individual and collective levels.

Objective 2.3

By 30 June 2024, the Inquiry will have completed initiatives to enhance the Commissioners' understanding of Innu interactions with the child protection system, on both individual and collective levels.

Issue No. 3: Reconciliation and Healing

The Inquiry shall be guided by such primary principles as truth-telling (telling the story of child protection as it has affected Innu children, youth and families, through open exchange, listening and sharing) and acknowledging (learning from the past, seeing one another with a new understanding and embracing the need to move forward on a new path). Only through the sharing of truth by Innu people and its acknowledgment by non-Innu people, including governments and the public, can reconciliation and healing be achievable. The Commissioners will support the Innu in sharing their truths, and communicate the importance of acknowledging those truths, as a central plan of their mandate to support the Innu in creating a better path for the future, and in advocating for governments to work respectfully with the Innu to design, implement, and monitor a child protection system that supports the safety and well-being of Innu children and youth, and facilitates better outcomes for Innu children and youth.

The Inquiry will strive to support the Commissioners in empowering the Innu communities and platforming community members so they can share their truths and experiences at community and public meetings, and through formal hearings into historic and contemporary interactions, experiences and outcomes of Innu in the child protection system.

GOAL 3: By 30 June 2024, the Commissioners will have supported the Innu communities in their journey towards Reconciliation and Healing.

Objective 3.1

By 30 June 2023, the Inquiry will have commenced initiatives to support Reconciliation and Healing in the Innu communities.

Indicators:

- Formal hearings convened
- Formal hearings into the deaths of Innu children convened
- Community and Private Meetings convened in Natuashish and Sheshatshiu

Objective 3.2

By 31 December 2023, the Inquiry will have continued initiatives to support Reconciliation and Healing in the Innu communities.

Objective 3.3

By 30 June 2024, the Inquiry will have completed initiatives to support Reconciliation and Healing in the Innu communities.

Issue No. 4: Final Report, and Path Forward

The Commissioners are required to submit a final report containing clear recommendations, with each recommendation specifying who is responsible for its implementation, to the provincial Minister of Justice and Public Safety on or before 30 September 2024. The final report shall also include an executive summary, an outline of the inquiry process, and findings of fact and lessons learned during the inquiry. Following submission of the final report, the Commissioners are required to present their report at community meetings in Natuashish and Sheshatshiu, and to the leadership of the Innu governments, senior provincial government officials, the Innu Round Table Secretariat, and stakeholders that the Commissioners may identify.

The Inquiry will strive to support the Commissioners in completing their work and satisfying their objective of delivering the final report on time, and presenting it to the Innu communities, and Government and Innu officials.

GOAL 4: By 30 September 2024, the Commissioners will have submitted their final report to the provincial Minister of Justice and Public Safety, and by 31 March 2025, the Commissioners will have completed all necessary presentations and meetings respecting the final report.

Objective 4.1

By 30 June 2023, the Inquiry will have commenced initiatives to support the Commissioners' submission of a final report and its presentation.

Indicators:

- Formal hearings convened
- Formal hearings into the deaths of Innu children convened
- Community and Private Meetings convened in Natuashish and Sheshatshiu
- Roundtables convened on legislation, policy and practice of child protection in relation to the Innu
- Final submissions received
- Plain Language Summary of the Final Report prepared
- Meeting(s) convened with leadership of Innu governments
- Meeting(s) convened with senior provincial government officials
- Meeting(s) convened with Innu Round Table Secretariat
- Stakeholders identified, and meeting(s) convened therewith

Objective 4.2

By 31 December 2023, the Inquiry will have continued initiatives to support the Commissioners' submission of a final report.

Objective 4.3

By 30 September 2024, the Inquiry will have completed initiatives to support the Commissioners' submission of a final report.

Objective 4.4

By 31 October 2024, the Inquiry will have commenced initiatives to support the Commissioners' presentation of the final report.

Objective 4.5

By 31 March 2025, the Inquiry will have completed initiatives to support the Commissioners' presentation of the final report.