

Canadian Northern Economic Development Agency

2020–21

Departmental Plan

The Honourable Mélanie Joly, P.C., M.P.
Minister of Economic Development and Official
Languages

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ISSN 2371-7564

Cat. No. R105-2E-PDF

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From the Minister

It is my pleasure to present the 2020–21 Departmental Plan for the Canadian Northern Economic Development Agency (CanNor). We are working across the Innovation, Science and Economic Development Portfolio to enhance Canada’s innovation performance, improve conditions for business investments, increase Canada’s share of global trade and build a fair and efficient marketplace that promotes consumer choice and competition.

We will continue to work with provinces, territories, municipalities, Indigenous groups, industry, stakeholders and all Canadians to deliver an economic agenda that is growing an internationally competitive, knowledge-based economy while achieving our environmental goals.

We also understand that the path to economic prosperity varies from region to region. We will continue to support economic development through the Regional Development Agencies that is responsive to the unique opportunities and challenges across the country. We will also encourage opportunities to increase trade and investment in key sectors that are economic drivers for the regions, including work that will build on the new Federal Tourism Growth Strategy.

In support of these objectives, the Canadian Northern Economic Development Agency continues on its mission to develop a diversified, sustainable, and dynamic economy across Canada's three territories. In addition to delivering economic development programs, the Agency maintains and fosters partnerships to better respond to economic challenges and opportunities in the North. Through the Northern Projects Management Office and programs such as Inclusive Diversification and Economic Advancement in the North (IDEANorth), CanNor contributes to the development of strong and sustainable economies in Nunavut, Northwest Territories and Yukon.

Through all these initiatives and more, we are continuing to deliver our commitment to fostering a dynamic and growing economy that creates jobs, opportunities and a better quality of life for all Canadians.



The Honourable Mélanie Joly

Minister of Economic

Development and Official Languages

From the President

Canada’s territories – Northwest Territories, Nunavut and Yukon – have the potential for long-term economic growth and prosperity. CanNor’s work to support this prosperity is based on the Pan-Territorial Growth Strategy, a made in the North plan for economic development based on four key pillars: a skilled workforce, infrastructure investments and development, resource development and diversification and innovation.

CanNor’s Pan-Territorial Growth Strategy was developed in collaboration with Indigenous and territorial governments, industry stakeholders, northern communities and organizations and focuses efforts on growing the northern economy, attracting investment, and creating jobs in the North.

Support for regional economic development in the territories involves the delivery of both national and northern-specific economic development programs, including Indigenous-targeted programs, and building partnerships to leverage investments in the territories. For example, through the Inclusive Diversification and Economic Advancement in the North (IDEANorth) program, CanNor supports four key areas of the economy: sector and capacity development, business scale-up and productivity, small-scale economic infrastructure, and economic infrastructure studies.

CanNor’s Northern Project Management Office (NPMO) will continue to facilitate responsible infrastructure and resource development projects. NMPO will also ensure the soundness of Crown consultations with Indigenous communities regarding the environmental review process.

The Northern Isolated Community Initiatives Fund supports community-led projects for local and Indigenous food production, including building greenhouses, buying community freezers, and skills training with the goal of addressing challenges in accessing healthy food in the territories.

CanNor works to ensure that Northerners have access to the skills and training necessary to actively participate in the economy. This includes addressing barriers to increasing the economic participation of northern Indigenous peoples. Hosted within CanNor, Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, works with other federal departments and agencies with offices located in the territories having legal obligations to increase Inuit employment. The purpose is to address current barriers to Inuit employment, recruitment, development, retention, and promotion.

As CanNor enters its second decade, we continue our collaboration with Northerners to help build a diversified, sustainable, and dynamic economy across the territories. Success in building an inclusive and healthy economy contributes to resilient northern communities, the well-being of all Northerners and Indigenous reconciliation. Working together for a better future in the North contributes greatly to Canada's success.



Paula Isaak
President of the Canadian
Northern Economic
Development Agency

Plans at a glance

The Canadian Northern Economic Development Agency (CanNor) will continue working with partners to advance economic development in Canada's territories. The Agency supports and advocates for national, territorial and community level economic development; fosters growth and innovation; contributes to building capacity; and invests in foundational economic development projects in the territories.

In support of the [Minister's mandate commitments](#),ⁱ CanNor will work with the other Regional Development Agencies on developing a renewed framework for regional economic development. The framework will align with the Government's overall economic plan and be responsive to the unique opportunities and challenges of Canadians and their communities.

In 2020-21, CanNor will continue its role as a convener of federal, territorial and other partners based on the priorities in the Agency's [Pan-Territorial Growth Strategy](#)ⁱⁱ over the next five years.

The Strategy has four interrelated areas of action that will foster long-term sustainability and economic prosperity in the territories:

- [Skilled Workforce](#): Strengthen the northern workforce by equipping Northerners with the tools, skills, and experience they need to succeed in the workforce, now and into the future.
- [Infrastructure Investments and Development](#): Leverage future investments in, and the ongoing operation of, major infrastructure projects to maximize local and regional economic opportunities.
- [Resource Development](#): Support the sustainable development of the mining and energy sectors throughout the development cycle to increase community capacity, maximizes jobs and wealth within the territories, and produce positive economic impacts in northern communities.
- [Diversification and Innovation](#): Foster sustainable growth in other economic sectors with a focus on strengthening entrepreneurship and northern innovation.

CanNor's suite of economic development programs will help to advance these priorities. These programs include focused Indigenous programming, food security and agriculture funding, and our flagship program, [Inclusive Diversification and Economic Advancement in the North](#)ⁱⁱⁱ (IDEANorth), which invests in foundational and small-scale economic infrastructure, sector development and capacity building to help position Northerners to take advantage of Canada's innovation economy.

Resource development is a significant driver of the territorial economy. CanNor, through the Northern Project Management Office (NPMO), will continue to play an important role by providing support, guidance, and advice to proponents and Indigenous communities as well as coordinating the work of federal regulators and Crown consultations.

In addition to targeted actions in the territories, CanNor will work with other federal departments to help advance broader Government of Canada commitments, including economic reconciliation with Indigenous peoples, the continued implementation of the [Arctic and Northern Policy Framework](#)^{iv} and the advancement of the United Nations 2030 Agenda for Sustainable Development.

Through its work, CanNor will help to position the territories for success, as a strong northern economy benefits all of Canada.

For more information on CanNor’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.

Core responsibilities: planned results and resources, and key risks

Economic Development in the Territories

Description

Work in the territories to support the conditions for a sustainable, diversified and innovative economy in collaboration with Northerners/Indigenous people, businesses, organizations, other federal departments and other levels of government.

Planning highlights

Departmental Result: People and Communities Participate in the Economy in the Territories

CanNor is committed to working with its partners and stakeholders to build strong and economically sustainable communities with a high quality of life for residents across Canada's territories. To achieve this goal, investments in foundational and small-scale infrastructure and a skilled workforce are needed. In 2020-21, CanNor will work to strengthen the northern workforce and equip Northerners with the tools, skills, and experience they need to succeed now and into the future.

Pilimmaiksaivik, hosted within CanNor, is the Federal Centre of Excellence for Inuit employment in Nunavut. The Centre of Excellence focuses on the Government of Canada's commitments under Article 23 of the Nunavut Agreement to increase Inuit employment in government to levels that are consistent with Inuit demographic representation.

As a whole-of-government initiative, Pilimmaiksaivik works with 11 federal departments and agencies with offices located in Nunavut having legal obligations to increase Inuit employment. Federal Inuit Employment Plans (IEPs) have been developed, which sets out commitments around recruitment, training, retention and career development to increase Inuit employment to 85% in all occupational groups and levels.

In 2020-21, Pilimmaiksaivik will continue to increase services and training committed to in the federal IEPs, and introduce new pre-employment training measures and supports by coordinating the finalization and implementation of the pre-employment training plan. While Pilimmaiksaivik focuses on continuing to grow the representative level of Inuit in the federal public service in Nunavut, coordinated investments in training will support the development of transferable skills applicable across a variety of sectors.

Through focused Indigenous programming in 2020-21, CanNor will support the capacity of Indigenous communities to participate in economic opportunities by funding community economic development functions (e.g. planning, research, liaison, advocacy, coordination, monitoring), and small-scale economic infrastructure.

CanNor, in partnership with other federal departments, will provide funding to the Qiqiktani Inuit Association to support the establishment of the Tallurutiup Imanga National Marine Conservation Area, including funding the construction of a regional training centre in Pond Inlet. Inuit will be trained at this centre for employment in different economic sectors including conservation (i.e. Inuit Guardians), science and research, mining and other employment areas (i.e. government and Inuit organization sector roles). The centre also provides space and opportunity for the transfer of traditional knowledge and skills.

CanNor is also investing in innovative and practical solutions to improve food systems in the territories, including the construction and enhancement of small-scale economic infrastructure through the Northern Isolated Community Initiatives Fund. In 2020-21, CanNor will invest in the agriculture and agri-food sector to help develop broad and sustainable food systems that will increase food security and reduce reliance on food imports.

Departmental Result: Businesses are Developing in the Territories

CanNor supports the growth and expansion of northern businesses, including small and medium-sized enterprises (SME), through training opportunities, advisory services, and flexible contribution programs that build capacity for businesses and communities. The objective is to encourage a competitive, diverse northern business sector with a strengthened capacity for innovation.

CanNor’s flagship economic development program, [Inclusive Diversification and Economic Advancement in the North](#)^v (IDEANorth), focuses on four priority areas: economic growth and sector development; business scale-up, productivity and innovation; small-scale economic infrastructure development; and foundational economic infrastructure. IDEANorth builds on CanNor's previous Strategic Investments in Northern Economic Development program to better align, advance, encourage and support broader economic opportunities, as well as the specific economic and business needs of each territory.

Key Programs
<ul style="list-style-type: none"> • Inclusive Diversification and Economic Advancement in the North • Northern Aboriginal Economic Opportunities Program • Regional Economic Growth through Innovation • Women Entrepreneurship Strategy • Canadian Experiences Fund

In 2020-21, CanNor will work to capitalize on the diverse range of economic opportunities, including expanding the use of repayable contributions, with particular support to the following areas:

- **Business Scale up and Market Expansion:** Support for projects that help businesses accelerate their growth and assist with the adoption of innovative technologies that support scale-up, productivity and global competitiveness.

- **Regional Innovation Ecosystems:** Investing in projects that help create, grow and develop strong and inclusive regional networks that support business growth and innovation, that foster the entrepreneurial environment, and that increase the competitiveness of SMEs.
- **Emerging Sectors Development:** Support for projects that foster the development and growth of key sectors (e.g. tourism, fisheries, etc.) in a manner which increases community capacity and maximizes jobs and wealth within the territories.

Consistent with Canada’s commitment to economic reconciliation, Indigenous economic development is also central to CanNor’s mandate of supporting the conditions for a sustainable, diversified and innovative economy in the territories. Indigenous economic development corporations are the backbone for economic growth and offer sophisticated business models for success. CanNor’s targeted Indigenous programming will provide financial support to Indigenous entrepreneurs, businesses, and commercial entities to start or expand their business in the territories.

CanNor will continue to support the objectives of the government’s economic agenda via the Regional Economic Growth through Innovation (REGI) program and the Women Entrepreneurship Strategy (WES). These programs provide streamlined, nationally consistent and also regionally-tailored support for business productivity and scale-up, particularly for SMEs, women entrepreneurs and other underrepresented groups. They also assist with the enhancement of regional industrial and technology clusters and regional innovation ecosystems. In 2020-21 CanNor will increase funding flowing through REGI to \$2.5M to increase its support to businesses.

Departmental Result: Efficient and Predictable Environmental Review Process in the Territories

The resource development sector is the cornerstone of the northern economy and is a significant customer of territorial and Indigenous businesses. Much of Canada's mineral resource potential lies in the territories, and as much as 76% of the projects north of 60° are undeveloped.

At CanNor, both the [Northern Projects Management Office](#)^{vi} (NPMO) and the regional economic development arm work with industry, territorial governments, communities, Indigenous groups and other partners to promote resource development that supports economic growth and sustainable prosperity for Northerners and all Canadians.

CanNor’s NPMO plays an important convener role through its coordination of federal input into the environmental assessment and regulatory review process for proposed major resource development and infrastructure projects in the territories. NPMO has a mandate to ensure that the timeliness, predictability and transparency of federal participation in the northern regulatory processes foster a more stable and attractive investment climate. In 2020-21, CanNor, through

NPMO, is expecting to oversee and ensure the adequacy of Crown Consultations for eight major projects.

Though its regional economic development arm, CanNor will continue to support the resource development sector via funding that develops and grows SMEs that are part of the supply chain and remediation sectors, and part of the development of innovative mining techniques, including clean technology.

Other Activities to Support CanNor’s Core Responsibility

Policy and Advocacy

Through the Policy and Advocacy program, CanNor will continue its role as a convener of other federal departments and levels of government in the territories to facilitate the advancement of the Pan-Territorial Growth Strategy, and other Government of Canada priorities.

Specifically, the Agency expects to:

- Work with the other Regional Development Agencies to develop a renewed framework for regional economic development that is aligned with the Government’s overall economic plan and is responsive to the unique opportunities and challenges of Canadians and communities across the country.
- Contribute to and support the work of the Department of Crown-Indigenous Relations and Northern Affairs to implement the Arctic and Northern Policy Framework through the co-development of governance mechanisms and the implementation plan.
- Support other Government of Canada departments and agencies by sharing northern-based knowledge and expertise that enhances the effectiveness of federal policy initiatives for the territories.

Gender-based analysis plus

CanNor operates in a region where Indigenous peoples form a significant proportion of the population (86% in Nunavut, 51% in Northwest Territories and 23% in Yukon). Given CanNor’s mandate and operating realities, programs and policies are developed using a lens in which the experiences and realities of Indigenous peoples in the North are integral to the Agency’s work. The Agency delivers economic development programming in collaboration with local and regional Indigenous entrepreneurs, organizations, governments and businesses to support improved socio-economic outcomes for communities and community members.

CanNor offers a suite of business development programs that support diverse groups, including youth, women and Indigenous peoples. Programs include the Northern Aboriginal Economic Opportunities Program (NAEOP), Women Entrepreneurship Strategy (WES), and Inclusive Diversification and Economic Advancement in the North (IDEANorth). Business development programs are designed to increase the capacity of these diverse groups and individuals to fully

engage in economic development opportunities within the territories. CanNor has developed a GBA+ Action Plan to guide and support GBA+ implementation across the Agency, and continues to track and report on the labour participation rate of women and Indigenous peoples in the territories.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

CanNor is well positioned to help advance the Government’s commitment to implement the United Nations’ 2030 Agenda for Sustainable Development. CanNor is also developing a Departmental Sustainable Development Strategy that will be implemented by 2021. Through the Agency’s economic development programming, we will support the advancement of the following SDGs and targets:

- ▶ *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all* (SDG 8), more specifically target 8.3 (promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services).
- ▶ *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation* (SDG 9), more specifically target 9.1 (develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all); and
- ▶ *Ensure sustainable consumption and production patterns* (SDG 12), more specifically 12.6 (encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle).

Experimentation

In support of experimentation and innovation, in 2020-21 CanNor will collaborate with the Policy Community Partnerships Office and the Canada School of Public Service to advance the development of new tools and techniques to support evidence-based policy (e.g. predictive policy, data evaluation for performance measurement).

Key risk(s)

The following are the key risks and response strategies associated with achieving CanNor’s results on the *Core Responsibility of Economic Development in the Territories*:

1. **Limited Economic Diversification:** A high degree of reliance on the public service and resource development sectors have resulted in limited diversification and an increased vulnerability to the cyclical changes in commodity prices.

- CanNor will make investments to leverage other regional economic advantages (e.g. tourism, fisheries, arts and culture) in order to help mitigate the cyclical nature of the resource sector and expand the private sector. In addition, CanNor will continue to implement its Pan-Territorial Growth Strategy to advance inclusive economic growth based on the unique strengths and opportunities of the region.
2. Infrastructure Deficit: Higher capital and operating costs compared to southern Canada and the challenges of distance and geography have resulted in a core infrastructure deficit, including connectivity, and constrained opportunities for northern economic development which impact the effectiveness of CanNor's programming.
- CanNor will continue working with partners to inform and advocate with respect to territorial infrastructure priorities. The Agency will make investments in a range of economic infrastructure projects in order to increase community readiness.
3. Labour Market: Competition within the limited labour pool in the North carries risks for recruitment and retention, which impacts the ability of businesses to grow and diversify.
- CanNor is making investments that support skills development in the North, in order to help strengthen and increase the labour force availability for the private and public sectors.

Planned results for Economic Development in the Territories

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
People and communities participate in the economy in the Territories	Labour participation rate for women and Indigenous peoples in the Territories	Equal or higher than the national average*	March 31, 2022	Women: 70.9% Indigenous: 64.1%	Women: 68.1% Indigenous: 60%	Women: 68.8% Indigenous: 59.6%
	Amount leveraged per dollar invested in community projects in the Territories	1.0	March 31, 2021	0.94	0.85	1.14
Business are developing in the Territories	Number of businesses by business locations in the Territories	4,425	March 31, 2022	4,329	4,343	4,322
	Number of investments in clean tech projects supported by CanNor in the Territories	10	March 31, 2021	20	12	16
Efficient and Predictable Environmental Review process in the Territories	Number of companies provided advisory services (Pathfinder) including issues management and support in the environmental assessment and governance processes in the Territories	30	March 31, 2021	17	20	39
	Percent of environmental assessments in the Territories that are completed within the scheduled time frame	100%	March 31, 2021	100%	80%	100%

* The national averages for 2016-17 are as follows: Indigenous participation rate - 61.4% and the women participation rate - 61.0%.

Financial, human resources and performance information for CanNor's program inventory is available in the [GC InfoBase](#).^{vii}

Planned budgetary financial resources for Economic Development in the Territories

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
57,808,794	57,808,794	63,706,125	63,887,735

Financial, human resources and performance information for CanNor’s program inventory is available in the [GC InfoBase](#).^{viii}

Planned human resources for Economic Development in the Territories

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
87	90	90

Financial, human resources and performance information for CanNor’s program inventory is available in the [GC InfoBase](#).^{ix}

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Planning highlights

In support of continuous improvement of its Internal Services, the Agency plans to undertake the following:

- Work with partner departments and suppliers to improve network connectivity, infrastructure and performance in the Agency Headquarters and regional offices;
- Develop a Strategic Human Resources Plan to support the Agency's expanding program requirements; and
- Review and update financial management control frameworks.

In addition, CanNor will continue to build on its efforts to improve how the Agency communicates with, and reports on its activities, opportunities and results to Canadians. These efforts will include the continued design and modernization of its web presence and the use of social media platforms to respond more effectively to the needs of proponents and stakeholders, making it easier for them to find information on CanNor programming and services.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
6,244,376	6,244,376	6,483,917	6,718,312

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
25	26	26

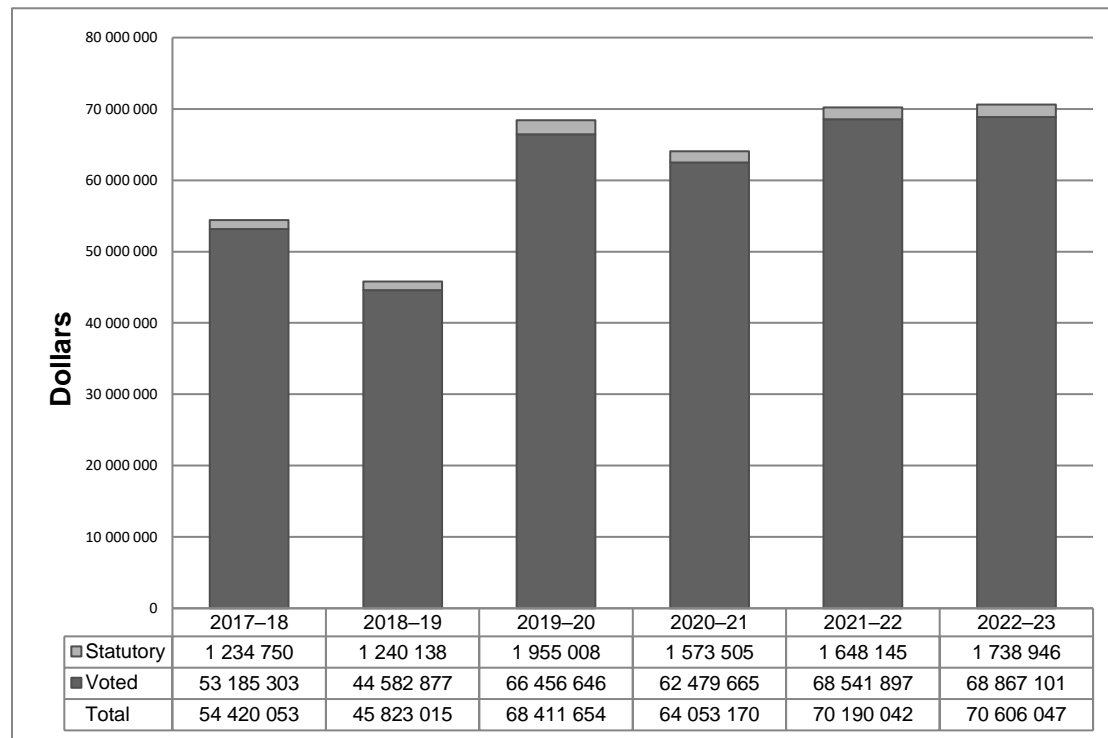
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



Various funding initiatives announced in Budget 2019 (\$14.7 million in 2019-20 to \$24.7 million by 2022–23) account for the significant increase in voted planned spending that began in 2019–20. These funding initiatives more than offset the sunseting of NABEP (\$4.9 million) and a portion of NPMO (\$2.4 million), beginning in 2020–21.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of CanNor's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Economic Development in the Territories	47,940,588	39,227,565	62,167,278	57,808,794	57,808,794	63,706,125	63,887,735
Subtotal	47,940,588	39,227,565	62,167,278	57,808,794	57,808,794	63,706,125	63,887,735
Internal Services	6,479,465	6,595,450	6,244,376	6,244,376	6,244,376	6,483,917	6,718,312
Total	54,420,053	45,823,015	68,411,654	64,053,170	64,053,170	70,190,042	70,606,047

Economic Development in the Territories experienced the greatest variability in actual, forecast and planned spending relevant to the current planning year, which includes additional funding measures announced in Budget 2019 of up to \$24.7 million through 2022–23.

2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
Economic Development in the Territories	57,808,794	0	57,808,794
Subtotal	57,808,794	0	57,808,794
Internal Services	6,244,376	0	6,244,376
Total	64,053,170	0	64,053,170

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in CanNor's departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Economic Development in the Territories	53	51	65.5	87	90	90
Subtotal	53	51	65.5	87	90	90
Internal Services	26	28	28	25	26	26
Total	79	79	93.5	112	116	116

Planned full-time equivalents are expected to increase by up to 22.5 through 2022–23, largely due to the hiring of new staff to deliver on Budget 2019 initiatives and other new or existing programs. This increase more than offsets the decrease in full-time equivalents due to the sunsetting of NABEP (1 full-time equivalent) and a portion of NPMO (9 full-time equivalents), beginning in 2020–21.

Estimates by vote

Information on CanNor's organizational appropriations is available in the [2020–21 Main Estimates](#).^x

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of CanNor’s operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [CanNor’s website](#).^{xi}

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	63,142,357	62,328,838	(813,519)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	63,142,357	62,328,838	(813,519)

The difference between 2019–20 and 2020–21 total expenses reported for financial statement purposes is mostly a direct result of the decreased spending planned for 2020–21.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Mélanie Joly, P.C., M.P., Minister of Economic Development and Official Languages

Institutional head: Paula Isaak, President

Ministerial portfolio: Innovation Science and Economic Development

Enabling instrument(s): *Public Service Rearrangement and Transfer of Duties Act, R.S.C. 1985, c. P-34*

Year of incorporation / commencement: 2009

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

“Raison d'être, mandate and role: who we are and what we do” is available on [CanNor's website](#).^{xii}

For more information on the department's organizational mandate letter commitments, see the “[Minister's mandate letter](#)”^{xiii}

Operating context

Information on the operating context is available on [CanNor's website](#).^{xiv}

Reporting framework

CanNor’s approved departmental results framework and program inventory for 2020–21 are as follows.

Core Responsibility: Economic Development in the Territories		Internal Services	
Departmental Results Framework	Departmental Result: People and communities participate in the economy in the Territories		Indicator: Labour participation rate for women and Indigenous peoples in the Territories
			Indicator : Amount leveraged per dollar invested in community projects in the Territories
Departmental Results Framework	Departmental Result: Business are developing in the Territories		Indicator : Number of businesses by business locations in the Territories
			Indicator : Number of investments in clean tech projects supported by CanNor in the Territories
Departmental Results Framework	Departmental Result: Efficient and Predictable Environmental Review process in the Territories		Indicator : Number of companies provided advisory services (Pathfinder) including issues management and support in the environmental assessment and governance processes in the Territories
			Indicator : Percentage of environmental assessments in the Territories that are completed within the scheduled time frame
Program Inventory	Program: Community Development		
	Program: Business Development		
	Program: Policy and Advocacy		
	Program: Northern Projects Management		

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to CanNor’s program inventory is available in the [GC InfoBase](#).^{xv}

Supplementary information tables

The following supplementary information tables are available on [CanNor’s website](#).^{xvi}

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)
- ▶ [Up-front multi-year funding](#)

Federal tax expenditures

CanNor’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xvii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

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Website: www.cannor.gc.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

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

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i Minister of Economic Development and Official Languages Mandate Letter, <https://pm.gc.ca/en/mandate-letters/minister-economic-development-and-official-languages-mandate-letter>
- ii Pan-Territorial Growth Strategy: Working together for a better future, <https://www.cannor.gc.ca/eng/1562247400962/1562247424633>
- iii Inclusive Diversification and Economic Advancement in the North (IDEANorth), <https://www.cannor.gc.ca/eng/1385477070180/1385477215760>
- iv Canada’s Arctic and Northern policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/156052330587>
- v Inclusive Diversification and Economic Advancement in the North (IDEANorth), <https://www.cannor.gc.ca/eng/1385477070180/1385477215760>
- vi Northern Projects Management Office (NPMO), <https://www.cannor.gc.ca/eng/1370267347392/1370267428255>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x. 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xi CanNor’s Website, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xii CanNor’s Website, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xiii Minister of Economic Development and Official Languages Mandate Letter, <https://pm.gc.ca/en/mandate-letters/minister-economic-development-and-official-languages-mandate-letter>
- xiv CanNor’s Website, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi CanNor’s Website, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xvii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>