

Canadian Northern Economic Development Agency

2019–20

Departmental Results Report

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

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Minister's message

It is our pleasure to present the 2019-20 Departmental Results Report for the Canadian Northern Economic Development Agency (CanNor). As the Department continues to mobilize industry and the research community to confront the COVID-19 pandemic, the various organizations in the ISED Portfolio have coordinated their efforts to position Canada as a global innovation leader and shape an inclusive economy for all Canadians.

CanNor works with its territorial and Indigenous partners to support the conditions for a sustainable, diversified and innovative economy across the territories. We were pleased, in 2019-20, to launch the Inclusive Diversification and Economic Advancement in the North (IDEANorth) program. IDEANorth builds on previous programming to better align, advance, encourage and support broader economic opportunities, as well as the specific economic and business needs of each territory. It makes foundational investments in economic infrastructure, sector development and capacity building to help position Northerners to take advantage of Canada's innovation economy.

We were also pleased to launch CanNor's Pan-Territorial Growth Strategy (PTGS) which was developed in collaboration with northern partners and stakeholders to build a diversified, sustainable, and dynamic economy across the territories. CanNor's PTGS paves the path to growing territorial economies, attracting investments and advancing Indigenous economic reconciliation by building on the unique strengths and opportunities of Canada's North through four interrelated areas of action: Skilled Workforce, Infrastructure Investment and Development, Resource Development, and Innovation and Diversification. The Growth Strategy positioned CanNor well to support Northern businesses facing the COVID-19 pandemic in 2020.

These are just a few examples of CanNor's work on behalf of Canadians through collaboration, dialogue and partnerships across the country. We invite you to read this report to learn more about how we are working with and for Canadians to build the northern economy.



The Honourable Mélanie Joly
Minister of Economic
Development and Official
Languages

President's message

Celebrating its tenth anniversary in 2019-20, the Canadian Northern Economic Development Agency (CanNor) played a key role in helping to develop a strong, diversified, and sustainable economy for Northerners including Indigenous peoples in Canada's territories. This year, CanNor made significant progress towards fulfilling many of its core commitments to the northern business community while also advancing plans to expand economic diversification and clean growth initiatives.

A key highlight of this past year was the development of our Pan-Territorial Growth Strategy (PTGS). CanNor's work is guided by the PTGS, which focuses on targeted initiatives across several areas of action. The PTGS helps advance the economic components of the Arctic and Northern Policy Framework in the territories by focusing on the resource extraction sector, economic diversification and innovation, infrastructure investments and development, and building a skilled workforce. The Growth Strategy positioned CanNor well to support Northern businesses as the COVID-19 pandemic began in March of 2020.

The principles of the PTGS inform the delivery of CanNor programs such as the Inclusive Diversification and Economic Advancement in the North (IDEANorth) program, through which the Agency funded numerous projects that support economic growth and sector development; business scale-up, productivity and innovation; small-scale economic infrastructure development; and foundational economic infrastructure. This program helps enable Northerners to take advantage of economic opportunities to grow a strong, diverse, and sustainable economy in Canada's territories.

CanNor supported regional economic development by delivering national, Northern and Indigenous specific programs. Through initiatives such as the Northern Aboriginal Economic Opportunities Program, the Agency provided significant financial support to help cultivate northern entrepreneurship and increase the number of sustainable Indigenous businesses in the territories.

Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut), a part of CanNor, provided coordination, monitoring and reporting, outreach and awareness, and advice and support to federal departments and agencies across Nunavut. Through the development and implementation of various programs, services and initiatives, the Centre of Excellence has continued to support the Government of Canada's commitments under Article 23 of the Nunavut Agreement.

The Northern Projects Management Office (NPMO) helped advance resource development and infrastructure projects by co-ordinating the federal government's participation in six



Paula Isaak
President of the Canadian Northern
Economic Development Agency

territorial environmental review processes. As part of these review processes, NPMO ensures that the federal government upholds its constitutional duty to consult Indigenous peoples in the North.

As we move forward, CanNor is committed to continuing to foster growth, development and coordination in the North by working closely with communities, Indigenous peoples, industry and different levels of government.

Results at a glance and 2019-20 operating context

What funds were used? (2019-20 Actual Spending)	Who was involved? (2019-20 Actual FTEs)
\$67,162,468	99

The Canadian Northern Economic Development Agency (CanNor) is the Government of Canada's Regional Development Agency responsible for supporting economic development in the territories. In 2019, CanNor launched and implemented its Pan-Territorial Growth Strategy (PTGS), a roadmap to robust and inclusive economies across the territories. The PTGS advances economic growth based on the unique strengths of the North through four interrelated areas of action: skilled workforce, infrastructure investments and development, resource development, and economic diversification and innovation. In addition, the PTGS is aligned with the Arctic and Northern Policy Framework, a long-term, strategic vision for Canada's Arctic and North. This vision will guide the federal government's activities and investments in the Arctic to 2030 and beyond, and will better align Canada's national and international policy objectives with regional and Indigenous priorities.

In keeping with the principles of these two overarching approaches, over the course of 2019-20, CanNor delivered economic development programming to Northerners including programs specifically targeted to Indigenous communities in the Yukon, the Northwest Territories and Nunavut. CanNor invested in Indigenous and non-Indigenous entrepreneurs and businesses to continue to spur innovation, promote sustainable growth and cultivate a culture of entrepreneurship in the North. In addition, CanNor worked collaboratively with federal, territorial and international partners to convene governments and industry to explore opportunities for investment and to advocate for policies and programs that reflect the needs and realities of the North.

Canada's territories are home to approximately 125,000 people, half of whom are Indigenous, spread across more than 40% of Canada's landmass. The North is home to a small-but-agile innovation ecosystem and a young population eager to acquire skills and education. Opportunities for growth exist in well-established sectors such as resource extraction, inshore fisheries, and country food, as well as in emerging sectors such as green technology, offshore fisheries, and Indigenous tourism. However, a small and widely-dispersed population and an infrastructure deficit impact the ability to capitalize on these opportunities. These challenges and opportunities inform the activities and operations of the CanNor and impact how it delivers on its mandate.

For more information on the CanNor's plans, priorities, and results achieved, see the "Results: what we achieved" section of this report.

Results: what we achieved

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.

Results:

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 northern communities for residents across Canada's territories. Recognizing the unique challenges facing these communities, many of which are small and remote, CanNor works with its community partners to identify optimal areas for investment. This includes supporting their participation in and benefitting from major projects occurring in their areas, fostering capacity and skills development at both the organizational and individual levels, and making investments to improve local infrastructure. CanNor delivers several programs that help communities create the conditions necessary for economic growth and development.

CanNor worked with Indigenous communities to increase their capacity to participate in and benefit from economic opportunities. In 2019-20, through the Northern Aboriginal Economic Opportunities Program's (NAEOP) Community Readiness and Opportunities Planning (CROP) fund, CanNor was able to provide 35 Indigenous communities with approximately \$6.4M to enhance economic infrastructure, increase employment, and improve conditions for community economic development. As funds can be transferred between NAEOP streams, less funds were spent on CROP than initially forecasted; the difference was allocated toward NAEOP business development funding as CanNor increased its support for Indigenous businesses.

For example, in the Northwest Territories, CanNor provided \$240,000 to the Lutsel K'e Dene First Nation for a business planning study as well as geotechnical, architectural, and engineering design work to develop a business, cultural, and tourism centre. The new centre is intended to support artisan craft sales, tourism product development, and training opportunities in an area that will function as a gateway to the Thaidene Nene National Park Reserve. In Nunavut, CanNor provided over \$50,000 to the Nunavut Economic Developers Association to deliver a three-day training conference on community economic development. The conference allowed the Association's officers to strengthen their core competencies and receive instruction that will assist them with

economic development activities in their home communities. In the Yukon, CanNor invested over \$600,000 to Yukon First Nation Wildland Fire Limited Partnership (YFNWF), composed of eight First Nations partners that provides training, employment, and contracting of fire-related support services. This funding will go towards the cost of purchasing equipment and materials to undertake new contracts in fire suppression-related support services, as well as improved YFNWF's business and project management capacity so that it can grow into a more robust and sustainable business.

In 2019-20, CanNor continued to deliver the Northern Adult Basic Education Program (NABEP), an education support program designed to help Northerners receive targeted training so they can participate more fully in the labour market. NABEP is delivered through the three tertiary educational institutions in the territories: Aurora College, Nunavut Arctic College, and Yukon University. CanNor provided \$4.5M to these institutions in 2019-20 to deliver an enhanced and culturally appropriate curriculum that responds to the needs of Indigenous and non-Indigenous Northerners, increasing the availability of skilled labour across the territories.

In 2019-20, CanNor launched the Northern Isolated Communities Initiative (NICI) to support food security in territorial communities. This program is strengthening regional food systems in the North, reducing food insecurity and seeking out creative solutions to nutritional challenges. This initiative supports investments in northern small- and medium-sized enterprises, territorial governments, and community organizations pursuing food security-related projects.

In Nunavut, CanNor worked to increase the supply and safety of country food by providing over \$405,000, in 2019-20, to the territorial government in order to develop and implement a web-based country food trade system. The project will support and facilitate grassroots trade in country food in five Inuit communities, while also addressing concerns related to harvesting and trade such as the conservation of food stocks, monitoring, accountability, food handling and packaging safety.

Announced in Budget 2019, the Canadian Experiences Fund (CEF) supports communities across Canada as they create, improve or enhance tourism products, facilities and experiences. CEF focuses on growing tourism in priority areas such as Indigenous, rural and remote communities, and expanding tourism offerings in both winter and summer. CEF is one component of the Government of Canada's commitment to support the tourism sector through the Federal Tourism Growth Strategy. In 2019-20, CanNor's CEF allocation was \$1.7 million across the territories. In the NWT, CanNor provided \$300,000 of this funding towards the construction of a campground in the Hamlet of Fort McPherson. This project is intended to capitalise on the increased traffic created by the completion of the all-season highway from Inuvik to Tuktoyaktuk.

Under a multi-year funding agreement, CanNor is investing in the construction of a Regional Training Centre in Pond Inlet, Nunavut, which is expected to be operational in fiscal year 2023-24. This project is aligned with the Government of Canada's commitments under an Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association, which was signed in support of the establishment of the Tallurutiup Imanga National Marine Conservation Area. In 2019-20, CanNor invested \$500,000 for the completion of feasibility studies and pre-construction readiness activities (e.g. user needs assessment, plans, options, technical drawings, efficiencies and alignment with other infrastructure initiatives in Pond Inlet) and a business plan (i.e. financial sustainability options to cover ongoing maintenance, operation and recapitalization costs) for the Regional Training Centre. Funding in 2020-2023 will support the construction of the facility.

Departmental Result: Businesses are Developing in the Territories

CanNor supported the growth and expansion of small- and medium-sized enterprises in the North. The Agency achieved this objective by providing training, advisory services, and dynamic and flexible contribution programs for businesses and communities. These programs support capacity building and ultimately encourage a competitive and diverse northern business sector with a strengthened capacity for innovation.

The Inclusive Diversification and Economic Advancement in the North (IDEANorth) program is CanNor's largest funding program and the Agency's primary tool for delivery on its northern economic development mandate. It replaces the Strategic Investments in Northern Economic Development (SINED) program named in the Departmental Plan to better align, advance, encourage and support broader economic opportunities as well as the specific economic and business needs of each territory. IDEANorth aims to help foster the conditions for long-term sustainable economic development in the North by strengthening territorial economic diversification and innovation, as well as Northerners' ability to take advantage of economic opportunities. Through this program, in 2019-20, CanNor provided \$22.6M to 64 projects, including six infrastructure projects. These projects supported a variety of northern industries and businesses, and ranged from knowledge products to multipurpose infrastructure and clean energy projects.

In 2019-20, CanNor provided over \$1M through IDEANorth to the Kivalliq Inuit Association to conduct a technical and feasibility study to develop a hydroelectric and fibre-optic link between the province of Manitoba and the Kivalliq region of Nunavut. This project has the potential to improve the economic viability of current and future mining projects, encourage further mineral exploration in the Kivalliq region, and create new opportunities through the introduction of reliable clean power and broadband.

CanNor also provided approximately \$850,000 to the Nunavut Fisheries and Marine Training Consortium to expand and enhance its training facility in Hay River, NWT. This project is expected to lead the training of 200 students within the first two years after its implementation, helping to meet demand for qualified crew within the fishing industry. In the Yukon, CanNor provided over \$500,000 in 2019-20 to the Vuntut Gwitchin First Nation, as part of a two year \$1M contribution, to be used toward the construction of a solar farm in Old Crow. Old Crow does not have road access, and consequently, diesel fuel to power the community's three generators must be flown in regularly. The solar farm will reduce local reliance on diesel fuel, reduce greenhouse gas emissions, and provide economic benefits including job creation over the life of the project.

Through NAEOP's Entrepreneurship and Business Development (EBD) fund, CanNor provided over \$4.3M to four Alternate Service Delivery partners, which in turn supported Indigenous businesses across the territories. These Alternative Service Delivery partners are third party Indigenous service providers with direct linkages in northern communities. CanNor's financial support afforded these Indigenous service providers with greater capacity to assist Indigenous entrepreneurs, businesses and commercial entities to continue to cultivate a culture of entrepreneurship and increase the number of sustainable Indigenous businesses.

In 2019-20, for example, CanNor provided \$1.1M in EBD funding, over \$300,000 in service delivery and \$750,000 to increase their ability to provide equity capital, to the Kakivak Association, an Alternate Service Delivery partner in the Qikiqtani Region of Nunavut. In recent years, including 2019-20, the Kakivak Association has overseen an unprecedented demand for economic development funding within the Qikiqtani Region. The firm has capitalized on its understanding of the North's unique challenges and opportunities to foster economic opportunity, and many of the Kakivak Association's clients are Indigenous-owned small businesses.

This Government of Canada's Innovation and Skills Plan was introduced as a vehicle to foster new partnerships to leverage Canada's innovation strengths to bridge the gaps from science, to commercialization, to investment and scale up. Under this plan, the ISED Portfolio fosters Canadian businesses' capacities to respond to today's challenges and opportunities, strengthens their competitiveness on the global stage, and creates a culture of innovation. The Portfolio is implementing inclusive growth policies to ensure that all Canadians can access the jobs, skills and learning necessary to participate in the innovation economy.

Since 2018-19, ISED, in partnership with the regional development agencies (RDAs) across Canada, has operated the Regional Economic Growth through Innovation (REGI)

program. This program supports business growth and innovation, and helps regions to diversify, with the purpose of building stronger and more innovative communities across Canada. Regional Development Agencies deliver this program through two mutually-reinforcing streams: the “business scale-up and productivity” stream that supports businesses at various development stages to accelerate their growth, help them scale-up, and enhance their productivity and competitiveness in both domestic and global markets; and the “regional innovation ecosystems” stream, which helps communities build inclusive regional ecosystems conducive to innovation, growth, and competitiveness.

In 2019-20, CanNor provided \$4.6M to 19 projects through REGI: \$4.2M to 11 projects through the business scale-up and productivity stream, and \$422,000 to 8 projects through the Regional Innovation Ecosystem stream. In Cambridge Bay, Nunavut, CanNor provided over \$67,000 through REGI to the Kitikmeot Chamber of Commerce in order to fund a pop-up business resource centre. This centre is expected to increase the number of trained and mentored first-time business owners, facilitate business expansion and job creation, and improve access to resources and networking in the region. In the Yukon, CanNor provided \$70,000 to the non-profit Yukonconstruct Society to develop a market validation program to support new and growing Yukon companies and entrepreneurs. In this program, Yukonconstruct will take cohorts of businesses and entrepreneurs through a series of in-person and online workshops and courses to give them focused skills that will move their business idea from conception through to development and commercialization.

Launched in 2018 and led by ISED, the Women Entrepreneurship Strategy (WES) is a comprehensive, whole-of-government plan totalling nearly \$5 billion in federal investments to help women grow their businesses through access to financing, talent, networks, and expertise. As part of WES, the Government of Canada created the \$30 million Women Entrepreneurship Fund (WE Fund) which provided 321 women-owned and led businesses with federal contributions of up to \$100,000. The WE Fund helps these businesses invest in activities which focus on scaling up, growing or expanding their businesses, and/or expanding to new markets. In addition, the Government of Canada created the \$85 million WES Ecosystem Fund to help non-profit third-party organizations deliver support for women entrepreneurs and address gaps in the ecosystem, based on collaborative program design and a regionally-focused delivery model that leverages the Regional Development Agencies. Priority areas for this investment include, but are not limited to, initiatives to support women in traditionally underrepresented sectors; supplier diversity programming that targets women entrepreneurs; incubator and accelerator programs; networking, matchmaking, and mentorship opportunities; and initiatives to support the participation of diverse and underrepresented women in entrepreneurship. In 2019-2020, there were 52 total

recipients under the WES Ecosystem Fund, with seven national projects and 45 regional projects.

As an ISED portfolio organization, CanNor worked alongside the other RDAs to deliver WES. In 2019-20, CanNor contributed \$757,000 toward seven projects through WES. This included over \$338,000 to the Pauktuutit Inuit Women of Canada to facilitate a consultation and engagement process to identify the economic needs and priorities of Inuit women. This initiative is expected to promote economic opportunity and development through the Inuit Women in Business Network. In addition, in Carmacks, Yukon, CanNor supported female entrepreneurship through \$100,000 in non-repayable funding to the Carmacks Hotel. This funding is being used to expand the hotel's product offerings, facilitate office renovations, and train management and staff.

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

The resource development sector in the North is a major driver of economic growth in the territories, and fosters growth in other sectors including communications, energy and transportation infrastructure, and commercial services. In 2019, the value of mineral production in the North was \$3.3 billion: \$1,818 million in the Northwest Territories, \$1,316 million in Nunavut, and \$170 million in the Yukon¹. At CanNor, the Northern Projects Management Office (NPMO) works with industry, northern governments, communities, Indigenous groups and other partners to promote resource development across the territories, supporting economic growth and long-term prosperity for northerners and all Canadians.

The NPMO works to facilitate the environmental review process for proposed major resource development and infrastructure projects in the territories. NPMO has a mandate to improve the timeliness, predictability and transparency of northern regulatory processes to foster a more stable and attractive investment climate. In 2019-20, through NPMO, CanNor coordinated the Government of Canada's participation in six territorial environmental assessments: three in the Yukon, one in the Northwest Territories, and two in Nunavut. CanNor coordinated these assessments and, in doing so, contributed to their successful completion within the legislated timelines. The Agency also maintained the crown consultation record for these assessments. NPMO facilitated approximately 100 interactions within the three territories between Indigenous governments and groups, project proponents, foreign investors, chambers of commerce, industry stakeholders, territorial departments, and federal departments.

In the Northwest Territories, for example, NPMO provided guidance to the Giant Mine Remediation Project Team on the Crown's duty to consult with Indigenous rights holders. In the Yukon, NPMO undertook a number of coordination activities for the Faro Mine Remediation Project, and in Nunavut, NPMO coordinated federal participation in a series of hearings/sessions regarding Baffinland Iron Mines' proposal to expand production.

Other activities to support CanNor's Core Responsibility:

Pilimaksaivik

CanNor hosts Pilimaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut. Pilimaksaivik is responsible for coordinating a whole-of-government approach to building a representative public service in Nunavut, including meeting its obligations under Article 23 of the Nunavut Agreement. Pilimaksaivik does this by reducing barriers for recruitment, designing and delivering cultural competency training, and coordinating workplace wellness activities.

Pilimaksaivik operates the Inuit Learning and Development Program (ILDLP), a pre-employment and job training initiative aimed at helping Nunavut Inuit develop skills for potential jobs in the federal public service in Nunavut. In 2019-20, Pilimaksaivik trained its third cohort of ILDP students, including the first cohort of students in the program's new Science Stream.

Throughout the year, Pilimaksaivik also continued to provide cultural and wellness support to Inuit employees across the Government of Canada via one-on-one counselling sessions.

Pilimaksaivik oversees the Education Support Fund which provides financial support to Inuit employees pursuing educational attainment in post-secondary studies that correlate with Government of Canada positions in Nunavut as well as the Sivuliqtuurnmut Ilinniarniq: a Leadership training initiative that provides Inuit with competency development to prepare them to take on Supervisory or Manager level employment, a key area for which Inuit are underrepresented.

In 2019-20, Pilimaksaivik undertook outreach activities in eleven Nunavut communities and aided in the placement of six Inuit students in federal Departments and Agencies across Nunavut. In March 2020, for example, Pilimaksaivik hosted the Ikajukqatigilauqta Career Fair in Iqaluit, through which it reached out to over 800 community members, including 350 high school students, and built connections between 30 exhibitors, 6 post-secondary institutions, and the local community.

Policy and Advocacy

One of CanNor's key business functions is to advocate for economic development in the territories by working with partners to align and sequence ongoing and new initiatives to optimize northern economic development, and by serving as a voice for northern needs in federal processes.

In 2019-20, CanNor engaged in work to shape, launch, and implement the PTGS. This strategy sets the priority areas that the Agency will advance with the support and collaboration of northern and federal partners. It identifies four interrelated areas of action — skilled workforce, infrastructure investments and development, resource development, and diversification and innovation — that guide the Agency's efforts.

CanNor supported other federal departments, advisory committees, territorial governments and Indigenous organizations in the territories to advance the Government of Canada's priorities and federal policy initiatives in the North. The Agency continued to collaborate with Crown Indigenous Relations and Northern Affairs Canada and the Arctic and Northern Policy Framework Secretariat in the co-development of the Framework's governance mechanisms. Specifically, CanNor's efforts focused primarily on the economic pillar of the Framework as a means to promote long term economic growth in the territories. CanNor's Strategic Policy team also continued to support federal partners and facilitate discussion through Canada's Arctic Council Advisory Committee.

CanNor also continued its work on shaping NICI, a funding program that supports community-led projects such as greenhouses, community freezers, and skills training to strengthen Indigenous food systems and combat significant challenges in accessing healthy food in Canada's North. In support of NICI, CanNor collaborated with Agriculture and Agri-Food Canada on the development and implementation of the Food Policy for Canada, and continues to work in shaping initiatives to promote the use of greenhouses in remote communities.

In 2019-20, CanNor's Policy team began implementing measures outlined in its Data Strategy to improve data transparency, quality and availability. These measures include developing database inventories, building capacity, and advancing data partnerships. CanNor's Data Strategy was launch in February 2020.

Gender-based analysis plus

Gender-based analysis plus, or GBA+, is an analytical tool that aims to improve inclusiveness in federal policies at the design stage. In 2019-20, CanNor developed and

launched a needs assessment survey to gauge awareness, understanding and use of GBA+ throughout the Agency, as well as to identify past training. The survey findings were used to update and implement the Agency's GBA+ Action Plan through a staged approach. Key activities included capacity building and identifying internal and external GBA+ tools and resources.

Experimentation

In 2019-20, for the first time, CanNor provided over \$3.2M in repayable funding to three projects across the territories. These funds act as a pilot for the use of repayable contributions, to help inform the eventual broader rollout of the Agency's new business approach in 2020-21 and beyond. Repayable contributions are expected to allow CanNor to better address the barriers that northern businesses face in terms of access to capital, and will help address the financing needs of Indigenous development corporations in the territories. The \$3.2M in repayable funding greatly exceeded the \$100,000 that the Agency had committed toward this experimentation.

In Yellowknife, Northwest Territories, for example, CanNor provided \$600,000 in repayable funding to Boreal Cultivation in order to construct a cannabis production facility. Boreal expects to create 12 full-time and 15 to 20 part-time jobs through this new business. CanNor also provided over \$648,000 in repayable funding to Icefield Tools Corporation, a global leader in the field of precision borehole survey technology located in Whitehorse, Yukon. The funding will be used to design and equip a new production facility to meet the firm's global distribution demand.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 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 (2019-20: 61.7% for women; 63.9% for Indigenous)	March 31, 2022	Women: 68.1% Indigenous: 60%	Women: 68.8% Indigenous: 59.6%	Women: 67.9% Indigenous: 58.4%
	Amount leveraged per dollar invested in community projects in the Territories	0.9	March 31, 2020	0.85	1.14	2.59
Business are developing in the territories	Number of businesses by business locations in the Territories	4,425	March 31, 2022	4,343	4,322	4,367
	Number of investments in clean tech projects supported by CanNor in the Territories	8	March 31, 2020	12	16	14 (at a total project cost of \$33.5M)
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	20	March 31, 2020	20	39	29
	Percent of environmental assessments in the Territories completed within the scheduled time frame	100%	March 31, 2020	80%	100%	100%

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
44,333,352	44,333,352	60,347,394	59,410,413	15,077,061

The difference between actual and planned spending is mainly due to the exclusion of Budget 2019 funding measures, and other initiatives from planned spending (\$15.1 million).

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
57	73	16

The difference between actual and planned full-time equivalents is due to the exclusion of Budget 2019 funding measures, and other initiatives from planned full-time equivalents.

Financial, human resources and performance information for CanNor's Program Inventory is available in [GC InfoBaseⁱⁱ](#).

Internal Services

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 service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Results

In its 2019-20 Departmental Plan, CanNor committed to implementing a new web-based electronic records management system. As of the end of 2019-20, three of the four CanNor offices had completed their migration to GCDocs as their primary information management and storage system.

CanNor's Corporate Services also renewed a number of internal service agreements, developed enhanced internal HR-to-Pay business procedures, and worked with the Pay Centre to facilitate timely and accurate pay and benefits processing. CanNor's head office in Iqaluit was renovated to improve the use of office space, and information technology infrastructure was enhanced in all three northern offices to improve connectivity and collaboration.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)*	2019–20 Difference (Actual spending minus Planned spending)
5,978,872	5,978,872	8,175,505	7,752,055	1,773,183

The difference between actual and planned spending is mainly due to the exclusion of Budget 2019 funding measures, and other initiatives and adjustments from planned spending (\$1.6 million).

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
17	26	9

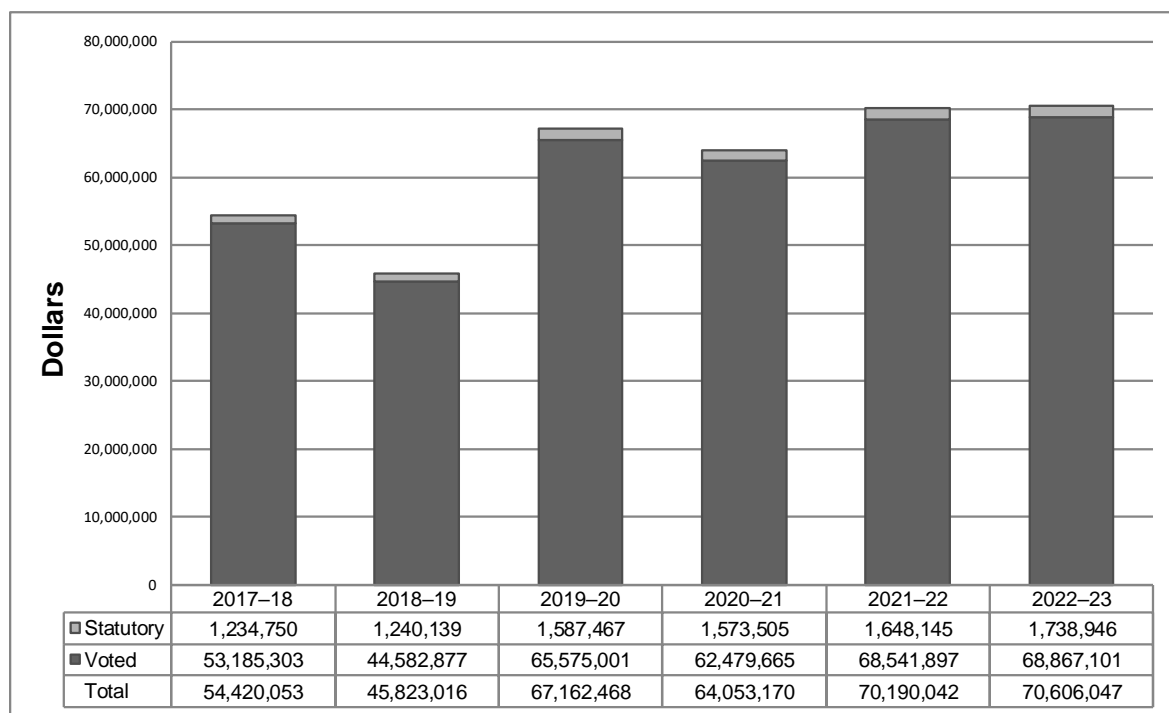
The difference between actual and planned full-time equivalents is due to the exclusion of Budget 2019 funding measures, and other initiatives from planned full-time equivalents.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

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



Between 2017-18 and 2018-19, actual spending decreased by \$8.6 million mainly due to the sunsetting of the Canada 150 Community Infrastructure Program (\$6.4 million).

Between 2018-19 and 2019-20, actual spending increased by \$21.4 million due to the additional funding measures announced in Budget 2019, including IDEANorth and NICI.

Budget 2019 funding measures continue to be reflected in planned spending for 2020-21 and future years, also accounting for the additional increase of up to \$6.5 million through 2022-23. These funding measures more than offset the sunsetting of NABEP (\$4.9 million) and a portion of NPMO (\$2.4 million), beginning in 2020–21.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)
Economic Development in the Territories	44,333,352	44,333,352	57,808,794	63,706,125	60,347,394	59,410,413	39,227,565	47,940,588
Budget Implementation vote – unallocated authorities	14,709,182	Not applicable	Not applicable	Not applicable	545,562	Not applicable	Not applicable	Not applicable
Subtotal	59,042,534	44,333,352	57,808,794	63,706,125	60,892,956	59,410,413	39,227,565	47,940,588
Internal Services	5,978,872	5,978,872	6,244,376	6,483,917	7,629,943	7,752,055	6,595,451	6,479,465
Total	65,021,406	50,312,224	64,053,170	70,190,042	68,522,899	67,162,468	45,823,016	54,420,053

2019–20 Budgetary actual gross spending summary (dollars)

Core responsibilities and Internal Services	2019–20 Actual gross spending*	2019–20 Actual gross spending for specified purpose accounts	2019–20 Actual revenues netted against expenditures	2019–20 Actual net spending (authorities used)
Economic Development in the Territories	59,410,413	0	0	59,410,413
Subtotal	59,410,413	0	0	59,410,413
Internal Services	7,752,055	0	0	7,752,055
Total	67,162,468	0	0	67,162,468

Actual human resources

Human resources 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 Planned full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Economic Development in the Territories	53	51	57	73	87	90
Internal Services	26	28	17	26	25	26
Total	79	79	74	99	112	116

Expenditures by vote

For information on CanNor's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019–2020](#).ⁱⁱⁱ

Government of Canada spending and activities

Information on the alignment of CanNor's spending with the Government of Canada's spending and activities is available in [GC InfoBase](#).^{iv}

Financial statements and financial statements highlights

Financial statements

CanNor's financial statements (unaudited) for the year ending March 31, 2020, are available on the [departmental website](#).^v

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019–20 Planned results*	2019–20 Actual results	2018–19 Actual results	Difference (2019–20 Actual results minus 2019–20 Planned results)	Difference (2019–20 Actual results minus 2018–19 Actual results)
Total expenses	50,312,224	62,807,994	43,789,834	12,495,770	19,018,160
Total revenues	0	11,159	22,066	11,159	(10,907)
Net cost of operations before government funding and transfers	50,312,224	62,796,835	43,767,768	12,484,611	19,029,067

The \$12.5 million net increase in total expenses between 2019-20 actual and planned results mainly reflects the exclusion of Budget 2019 funding measures from planned results.

The \$19.0 million increase in total expenses between 2019-20 and 2018-19 actual results reflects additional spending on Budget 2019 funding measures, and other initiatives and adjustments.

Condensed Statement of Financial Position (unaudited) as of March 31, 2020 (dollars)

Financial information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	17,404,156	9,816,012	7,588,144
Total net financial assets	16,269,893	8,741,475	7,528,418
Departmental net debt	1,134,263	1,074,537	59,726
Total non-financial assets	232,884	334,622	(101,738)
Departmental net financial position	(901,379)	(739,915)	(161,464)

The approximately \$7.6 million increase in total net liabilities and total net financial assets is a direct result of the establishment of additional year-end balances for accounts payable and accrued liabilities, with transfer payment liabilities accounting for \$6.4 million.

Additional information

Organizational profile

Appropriate minister: 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: [*Public Service Rearrangement and Transfer of Duties Act, R.S.C. 1985, c. P-34*](#)^{vi}

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.

For more information on the department's organizational mandate letter commitments, see the [Ministers' mandate letters](#).

Reporting framework

CanNor's Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Departmental Results Framework	Core Responsibility: Economic Development in the Territories		Internal Services
	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 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 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

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

Supplementary information tables

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

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{ix} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Telephone: 1-855-897-2667

Email: CanNor.InfoNorth.InfoNord.CanNor@canada.ca

Website: [Canadian Northern Economic Development Agency](#)

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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department has chosen to focus and report on during the planning period. 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 quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its 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, for whom and in what circumstances. 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

An initiative where 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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A 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.

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

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- ⁱ Canadian Mineral Production 2019, https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/pdf/Canadian_mineral_production_e_access.pdf
- ⁱⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ⁱⁱⁱ Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ^{iv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^v Corporate reports and publications, <https://www.cannor.gc.ca/eng/1370435709347/1370436040329>
- ^{vi} Public Service Rearrangement and Transfer of Duties Act, <https://laws.justice.gc.ca/eng/acts/P-34/>
- ^{vii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{viii} The Estimates Documents, <https://www.cannor.gc.ca/eng/1387820400013/1387820480580>
- ^{ix} Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>