

Canadian Northern Economic Development Agency

2022–23

Departmental Plan

The Honourable Daniel Vandal
Minister of Northern Affairs, Minister responsible
for Prairies Economic Development Canada and
Minister responsible for the Canadian Northern
Economic Development Agency

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From the Minister

As Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency I am pleased to present the 2022-23 Departmental Plan for the Canadian Northern Economic Development Agency (CanNor).

Pan-territorial collaboration is key to fostering long-term sustainability and economic prosperity across the North. CanNor will continue to work with Indigenous partners, Northerners, communities, businesses, organizations, and governments to help reinforce diversified, sustainable and dynamic economies.

The Government of Canada’s regional relief programs delivered through CanNor and other regional economic development agencies provided a critical lifeline to businesses and individuals hit hardest by the pandemic over the last two years. As we look toward economic recovery CanNor will continue to play a critical role in sustaining and growing businesses across the territories, while also investing in the development of clean energy projects, creating jobs, reducing emissions, and connecting communities.

CanNor remains a strong advocate for Northerners and will continue to support the implementation of the Arctic and Northern Policy Framework, fulfilling objectives co-developed with partners to address sustainable economic growth, and make strategic investments to improve competitiveness, foster innovation, and close gaps in social and economic prosperity, while encouraging a green economy.

CanNor’s strength is to promote short- and long-term job creation and economic development in the territories, particularly through the delivery of regionally tailored programs, services, knowledge, and expertise. CanNor’s investments across the territories continue to bolster the recovery of Northern economies from the COVID-19 pandemic. CanNor’s Northern Projects Management Office will continue its coordinating and convening role throughout the lifecycle of proposed major projects.

Through CanNor’s work, we maintain our commitments to reconciliation and collaboration with Indigenous partners. One example is Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, which supports federal Departments to hire Inuit in accordance with Article 23 of the *Nunavut Agreement*.



The Honourable Daniel Vandal
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CanNor will continue to deliver on these objectives and more, thus creating a strong, resilient and dynamic Northern economy for families and businesses in the territories, and for the benefit of all Canadians.

From the President

The Government of Canada remains focused on strategic investments to help Northerners recover from the economic uncertainties of the COVID-19 pandemic. CanNor was there to assist and will continue its commitment to recovery through diverse economic development programming.

CanNor continues to be guided by its Pan-Territorial Growth Strategy. Aligned with the Arctic and Northern Policy Framework, our Strategy focuses on four key pillars: developing a skilled workforce, strategic infrastructure investments, resource development, and diversification and innovation.

This year, CanNor will continue to provide assistance to support our Northern economies. The Canada Community Revitalization Fund helps communities build and improve infrastructure projects for renewed prosperity. The Jobs and Growth Fund targets job creation and positions local economies for sustained growth. The Tourism Relief Fund also assists Northern businesses to attract visitors when it is safe to travel again.

CanNor understands that long-term economic development can only occur in close collaboration with Indigenous and territorial governments, communities, businesses and organizations.

CanNor, through programs such as the Inclusive Diversification and Economic Advancement in the North program, the Northern Aboriginal Economic Opportunities Program, and the Northern Isolated Community Initiatives Fund, works with our partners to support economic reconciliation and development, infrastructure, and food security.

CanNor's Northern Projects Management Office (NPMO) continues to play a coordinating and convening role. NPMO facilitates federal participation in the environmental assessments of infrastructure and resource development projects, while ensuring the adequacy of Crown consultations with Indigenous communities. NPMO also provides pathfinding and convening services for industry, investors, regulatory boards and territorial governments.

Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut) provides coordination, monitoring and reporting, outreach and awareness, on Inuit employment in the government pursuant to Article 23 of the *Nunavut Agreement*. Looking ahead, Pilimmaksaivik will continue to identify and address barriers to Inuit employment and advancement by developing and delivering innovative new training and supports for Inuit.

Together, we can ensure a strong and resilient future for the North, and for Canada.



Paula Isaak
President of the Canadian Northern
Economic Development Agency

Plans at a glance

The Canadian Northern Economic Development Agency (CanNor), one of seven Regional Development Agencies in Canada, will remain a driver for developing a strong, diversified, sustainable, and resilient economy for Northerners, Indigenous peoples, communities, and businesses across the territories. By working with partners and stakeholders, CanNor will continue to support and advocate for community, territorial, and national level economic development; foster growth and innovation; contribute to building capacity; and invest in foundational economic development projects in the territories.

As the global pandemic continues and Canadians continue to adjust, economic recovery will occur at different rates for different communities and sectors in the North. Recognizing the diversity of each territorial economy, will be key to recovery. It will also be essential to continue accelerating the growth and assist with the adoption of innovative technologies that promote green energy, an ocean economy, and the enhancement of circular economies.

Minerals will continue as the primary economic engine of the territories' private sector. As Canada emerges from the COVID-19 pandemic, it will be crucial to address structural barriers that hinder the northern minerals sector such as lack of infrastructure and exploration investment so that the North is well positioned to benefit from emerging opportunities in the sector, including the green transition and critical minerals development.

In 2022-23, CanNor will rely on the strength of its [Pan-Territorial Growth Strategy](#)ⁱ (PTGS) to guide recovery investments, convene federal, territorial and Indigenous partners, and continue to develop a resilient northern economy. Aligned with the Government of Canada's whole of government framework, the [Arctic and Northern Policy Framework](#)ⁱⁱ (ANPF), the PTGS has four interrelated areas of action that are relevant to economic recovery and which will foster long-term sustainability and prosperity: strengthening the northern workforce; encouraging infrastructure investments; supporting resource development; and stimulating diversification and innovation.

CanNor's suite of economic development programs will help to advance these priorities. These programs include focused Indigenous programming, support to food systems, 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; and the Northern Aboriginal Economic Opportunities Program, which supports the greater participation of Indigenous communities and businesses enabling them to pursue economic and business opportunities. In 2022-23, CanNor will continue to deliver these programs, as well as the [Jobs and Growth Fund](#)^{iv} (JGF), the [Canada Community Revitalization](#)

[Fund^v](#) (CCRF) and the [Tourism Relief Fund^{vi}](#) (TRF), which support the North’s recovery path and address long-standing challenges.

Large scale infrastructure projects and resource development offer significant growth and opportunity for the territorial economies. CanNor, through the [Northern Projects Management Office^{vii}](#) (NPMO), will continue to play an important role by providing support, guidance, and advice to proponents and Indigenous communities, as well as coordinating Crown consultation for federal regulators during the environmental assessment of major projects.

As the host of Pilimmaksaivik, CanNor will continue its work in coordinating a whole-of-government approach to building a representative federal public service in Nunavut, as described under Article 23 of the *Nunavut Agreement*.

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 ANPF and the advancement of the United Nations 2030 Agenda for Sustainable Development.

For more information on CanNor’s plans, see the “[Core responsibilities: planned results and resources, and key risks](#)” section of this plan.

Core responsibilities: planned results and resources, and key risks

This section contains information on the department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

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

As regions across the territories begin to recover from the lost opportunities during the pandemic, CanNor will be ready to support and serve Northerners in building strong and economically resilient communities. In 2022-23, CanNor will continue working to strengthen the northern workforce and support communities by building and supporting the growth of vibrant, inclusive economies that benefit the overall wellbeing of Northerners.

Northern Aboriginal Economic Opportunities Program

CanNor’s [Northern Aboriginal Economic Opportunities Program](#)^{viii} (NAEOP) increases the capacity of northern Indigenous communities and businesses to participate in economic opportunities. Through NAEOP’s [Community Readiness and Opportunities Planning](#)^{ix} funding stream, CanNor works with Indigenous communities, businesses, entrepreneurs, governments, and other partners by supporting and funding projects that lead to economic development (e.g. planning, research, liaison, advocacy, coordination, and monitoring), and the creation of small-scale economic infrastructure. In 2022-23, CanNor will be looking to accelerate Indigenous economic development and reconciliation by funding projects that support and increase the participation of northern Indigenous communities and businesses in economic opportunities across the territories.

Northern Isolated Communities Initiatives

CanNor’s [Northern Isolated Community Initiatives](#)^x Fund supports innovative and practical solutions to increase food security across the North. It is intended to support territorial businesses and community-led projects that reduce dependence on the southern food industry and the

associated costs (e.g. transportation and storage) for isolated communities in the territories. This program also includes work described in the Departmental Plan’s Experimentation section.

Pilimmaksaivik

[Pilimmaksaivik](#),^{xi} hosted within CanNor, is the Federal Centre of Excellence for Inuit Employment in Nunavut. This Centre 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. In 2022-23, Pilimmaksaivik will continue to oversee innovative recruitment and training initiatives while adapting to the post-pandemic reality, and deliver outreach and supports by working with partners to implement and renew Inuit employment and training plans. While Pilimmaksaivik works toward achieving employment goals in the federal public service in Nunavut, coordinated efforts across the Government of Canada in Nunavut will also support the development of transferable skills applicable across a variety of sectors.

Departmental Result: Businesses are Developing in the Territories
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CanNor supports the growth and expansion of northern businesses, including small- and medium-sized enterprises, 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.

In 2022-23, CanNor will place emphasis not only on foundational economic priorities, but also on accelerating economic recovery in the wake of the COVID-19 pandemic as well. While it is difficult to predict the extent to which the economic fallout of the pandemic will reverberate through the fiscal year, CanNor is well-positioned and in a state of readiness to continue its work on the recovery effort as the situation evolves.

Inclusive Diversification and Economic Advancement in the North

CanNor’s flagship economic development program, [Inclusive Diversification and Economic Advancement in the North](#),^{xii} 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. In 2022-23, CanNor will continue work to capitalize on the diverse range of economic opportunities that exist in the North, 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 (e.g. clean technologies, digital adoption, e-commerce offerings).

- *Regional Innovation Ecosystems:* Investing in projects that help create, grow and develop strong and inclusive (e.g. women, youth, and Indigenous peoples) regional networks to support business growth and innovation, foster the entrepreneurial environment, and increase the competitiveness of small- and medium-sized enterprises.
- *Emerging Sectors Development:* Support for projects that foster the development and growth of key sectors (e.g. tourism, arts and culture, and fisheries) in a manner that increases community capacity and maximizes jobs and wealth within the territories.
- *Infrastructure Investments and Development:* Investing in projects that leverage other investments to maximize local and regional opportunities by closing the economic infrastructure gap, as well as by supporting broadband and clean technology initiatives.

Women Entrepreneurship Strategy

The [Women Entrepreneurship Strategy](#)^{xiii} is a whole-of-government strategy that continues to work toward the goal of increasing the number of women-owned businesses in Canada. In 2022–23, Innovation, Science and Economic Development Canada and Regional Development Agencies (RDAs) will continue to work collectively to deliver the [Women Entrepreneurship Strategy Ecosystem Fund](#),^{xiv} which helps not-for-profit organizations support women-led businesses.

Regional Economic Growth through Innovation

The government will continue to facilitate support for innovative companies in 2022–23 through the [Regional Economic Growth through Innovation](#)^{xv} National Program. This funding program is delivered by RDAs taking into account the specific needs of businesses and regional innovation ecosystems. RDAs are one of the government's four flagship platforms¹ to support innovation. We work with other federal agencies – including the National Research Council Canada, the Canadian Trade Commissioner Service, and Innovation Canada – along the innovation and commercialization continuum. This program enables companies and the organizations that support them to benefit from targeted investments to enhance their competitiveness and growth through technology adoption, development and adaptation, productivity improvements, and commercialization and market expansion.

^[1] The other three platforms are: the [National Research Council of Canada Industrial Research Assistance Program](#), the [Strategic Innovation Fund](#) and the [Canada Trade Commissioner Service](#).

Jobs and Growth Fund

The [Jobs and Growth Fund](#),^{xvi} announced in Budget 2021, provides funding to businesses and organizations to help create jobs and position local economies for long-term growth. The fund, delivered by the RDAs, provides CanNor with over \$20 million across three years, starting in 2021-22. In the territories, CanNor is and will continue investing this funding to help job creators and the organizations that support them to future-proof their businesses, build resiliency and prepare for growth by transitioning to a green economy, fostering an inclusive recovery, enhancing competitiveness, and creating jobs.

Canada Community Revitalization Fund

The [Canada Community Revitalization Fund](#)^{xvii} addresses the needs of communities to recover from the pandemic, stimulate local economies, create jobs, and improve the quality of life for Canadians. Announced in Budget 2021, CanNor received nearly \$15 million over two years, starting in 2021-22. The fund supports rural communities, towns, and cities to adapt and improve community infrastructure, enhance community vitality that fosters social and economic cohesion, and helps to enliven these shared spaces again. Inclusion is a key element of the CCRF's design. In 2022-23, through this program, CanNor will continue working to address the asymmetrical community impacts of COVID-19 pandemic in the territories.

Tourism Relief Fund

The [Tourism Relief Fund](#),^{xviii} announced in Budget 2021, provides support to tourism entities in adapting their products and services to meet public health requirements, recover from the pandemic, and position themselves for future growth. Announced in Budget 2021, CanNor received nearly \$6 million over two years, starting in 2021-22. This program is expected to have a positive impact on tourism entities in the territories by enabling them to adapt and create improved experiences while addressing COVID-19 public health measures.

<h2>Departmental Result: Efficient and Predictable Environmental Review Processes in the Territories</h2>
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At CanNor, both the [Northern Projects Management Office](#)^{xix} (NPMO) and the regional operations teams work with industry, territorial governments, communities, Indigenous groups, and other partners to promote resource development and infrastructure projects that create 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 processes 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 fosters a more stable and attractive investment climate. In 2022-23, CanNor, through NPMO, is expecting to oversee and ensure the adequacy of Crown consultations for six major projects.

As the COVID-19 pandemic has caused delays in the environmental review processes for certain major projects, NPMO will continue to coordinate efforts to ensure the Duty to Consult with Indigenous people is met while working with proponents, regulatory boards and partners to best address recent challenges.

NPMO will continue to co-chair an intergovernmental working group on the northern mineral sector that is exploring post-pandemic recovery strategies and support for the critical minerals sector in the North.

Other Activities to Support CanNor's Core Responsibility

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 economic recovery through the advancement of the Pan-Territorial Growth Strategy, by supporting a green economy, by promoting diversity and inclusion, and by advancing other Government of Canada priorities.

Specifically, the Agency expects to:

- Continue to foster economic recovery by addressing gaps and making investments that position the territorial economies for inclusive growth as the pandemic subsides.
- 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, and by delivering whole-of-government programs related to economic recovery for sectors and to support a green economy.
- Continue contributing to the Inuit-Crown Partnership Committee Food Security, Infrastructure, and Economic Development working groups in collaboration with other federal partners.
- Advance our research agenda by working with federal, territorial and Indigenous partners, including the work on the OECD's *Enhancing Innovation in Rural Regions* project.

- Launch an evaluation of our flagship program, Inclusive Diversification and Economic Advancement in the North.

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 incorporate the experiences and realities of Indigenous Peoples. 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, Women Entrepreneurship Strategy, and the Inclusive Diversification and Economic Advancement in the North. 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. Through these programs, CanNor continues to track and report on the labour participation rate of women and Indigenous Peoples in the territories.

As part of CanNor's Gender-based Analysis Plus (GBA+) Action Plan for 2022-23, specialized training will be identified to equip each region with GBA+ specialists who have had more intensive training than what is currently offered online (which are predominantly overview courses). Once trained, these specialists will act as GBA+ resources to advise their teams/region on how GBA+ applies to their work. Regional GBA+ specialists would be supported through a CanNor network of other GBA+ specialists located in other regions and offices.

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

CanNor is committed to the development of its Departmental Sustainable Development Strategy that will position the Agency to help advance the Government's commitment to implement the United Nations 2030 Agenda for Sustainable Development.

Through the Agency's economic development programming, we will support the advancement of the following Sustainable Development Goals (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 trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all).
- ▶ *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).
- ▶ *Zero Hunger* (SDG 2), more specifically target 2.4 (ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change).

Experimentation

In 2022-23, CanNor is implementing an innovative funding program, the Northern Isolated Community Initiatives Fund- Phase 1 of its Northern Food Innovation Challenge. This challenge supports community-led projects for local and Indigenous food production to help enhance food security in the territories, with the goal of spurring innovation and highlighting new techniques. This includes social innovations or service delivery models as well as technologies to be adopted in northern food systems. Key challenge areas includes food production and harvesting, food processing, distribution, and transportation. In 2022-23, under Phase 1, challenge participants will be testing the feasibility of their project concept moving it from the conceptual stage to proof concept. In addition, CanNor will host a Catalyst Workshop to bring together Challenge participants, experts and members of the public to share information and best practices on current food sector innovations, as well as opportunities for improved collaboration.

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. *COVID-19 Impact:* The introduction of new variants may require further lockdowns in the territories. Moreover, as Canadians begin to adjust to a new normal, certain sectors and regions may not recover evenly or return to pre-pandemic levels due to the unknown lasting effects of the pandemic.

- CanNor will continue to contribute to the economic relief and recovery effort in the territories by addressing gaps through the delivery of its programs, such as the Inclusive Diversification and Economic Advancement in the North and the new Budget 2021 initiatives, and working with northern partners to identify opportunities and challenges going forward.
2. *Infrastructure Deficit and Construction Delays:* 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. In addition, the COVID-19 pandemic has significantly delayed construction projects that are key for economic development in the territories.
- 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 and resilience.
3. *Labour Market:* Due to the shortage of local workers, including skilled labour, northern employers across sectors rely on workers from outside of the territories. This shortage of labour delays projects and business development. It also increases the competition for the limited local talent pool. At the same time, there are Northerners in certain regions who could help address these shortages provided that they have access to skills training, including post-secondary education and accreditation.
- CanNor will make 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 and decrease dependency on labour from outside of the territories. Moreover, through CanNor's continued investment in the territories, the Agency will help build diversified and dynamic economics that foster long-term sustainability and labour market growth.
4. *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 sectors (e.g. tourism, fisheries, and arts and culture) in order to help mitigate the cyclical nature of the resource sector and expand the private sector. Given the stresses that the COVID-19 pandemic has placed upon tourism in the territories, support for this sector will focus on recovery, as the industry is not expected to return to pre-pandemic levels in the immediate term. 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 territories.

Planned results for Economic Development in the Territories

The following table shows, for Economic Development in the Territories, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 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, 2023**	Women: 68.8% Indigenous: 59.6%	Women: 67.9% Indigenous: 58.4%	Women: 65.8% Indigenous: 53.0%
	Amount leveraged per dollar invested in community projects in the territories	1.25	March 31, 2023	1.14	2.59	1.21
Business are developing in the territories	Number of businesses by business locations in the territories	4,425	March 31, 2023**	4,322	4,367	4,348
	Number of investments in clean tech projects supported by CanNor in the territories	15	March 31, 2023	16	14	12, totaling \$3.0 million in funding
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	40	March 31, 2023	39	29	21
	Percent of environmental assessments in the territories that are	100%	March 31, 2023	100%	100%	100%

	completed within the scheduled time frame					
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* National averages as of the time this target was set in 2016-17, i.e. Indigenous participation rate of 61.4% and women participation rate of 61.0%.

** These target dates were extended only one year as opposed to five years as previously done. This is due to the uncertainty of the pandemic and its longer term impacts on the indicators. CanNor will revise the extension in the 2023-24 Department Plan.

The financial, human resources and performance information for the Canadian Northern Economic Development Agency's program inventory is available on [GC InfoBase](#).^{xx}

Planned budgetary spending for Economic Development in the Territories

The following table shows, for Economic Development in the Territories, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
86,132,880	86,132,880	66,508,328	41,749,551

The sunseting of funding initiatives announced in Budget 2019 (\$22.0 million) and Budget 2021 (\$19.7 million), the Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association (\$2.0 million) and other funding initiatives (\$1.0 million) account for the majority of the decrease in planned spending through 2024–25. Sunseting programs are subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

Financial, human resources and performance information for Canadian Northern Economic Development Agency's program inventory is available on [GC InfoBase](#).^{xxi}

Planned human resources for Economic Development in the Territories

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
94	91	76

The sunseting of funding initiatives announced in Budget 2019 (15 full-time equivalents) and Budget 2021 (3 full-time equivalents) account for the decrease in planned full-time equivalents through 2024–25. Sunseting programs are subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

Financial, human resources and performance information for Canadian Northern Economic Development Agency's program inventory is available on [GC InfoBase](#).^{xxii}

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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
- ▶ material management services
- ▶ acquisition management services

Planning highlights

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

- Undertake an internal services review focused on Corporate Services and the Corporate Secretariat to better position itself for the needs of the future;
- Work with partner departments and suppliers to improve cloud-based technology adoption, network connectivity, infrastructure, and performance in the Agency Headquarters and regional offices;
- Develop an Inclusion, Equity, Diversity and Accessibility Plan to advance the Agency's commitments to a healthy, diverse and innovative workplace in support of government-wide priorities;
- Work with partner departments (including PSPC) to set up a new physical space for the Federal Centre of Excellence for Inuit Employment in Nunavut (*Pilimmaksavik*) that will be more accessible to the public; and
- Review and update financial management and procurement controls and processes.

In addition, CanNor will continue to build on its efforts to improve how the Agency communicates and reports on its activities, opportunities and results to Canadians. These efforts will include the ongoing design and modernization of its Web presence, as well as the continued use of its social media platforms to provide easy access to its programs and services. This will allow the Agency to respond more effectively to the needs of proponents, partners and

stakeholders while promoting the positive impact that CanNor’s funding is having for businesses and communities across the territories.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
6,718,312	6,718,312	6,718,312	5,978,872

The sunseting of funding initiatives announced in Budget 2019 (\$0.7 million) accounts for the majority of the decrease in planned spending through 2024–25. Sunseting programs are subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
34	31	28

The sunseting of funding initiatives announced in Budget 2019 (3 full-time equivalents) accounts for one-half of the decrease in planned full-time equivalents through 2024–25.

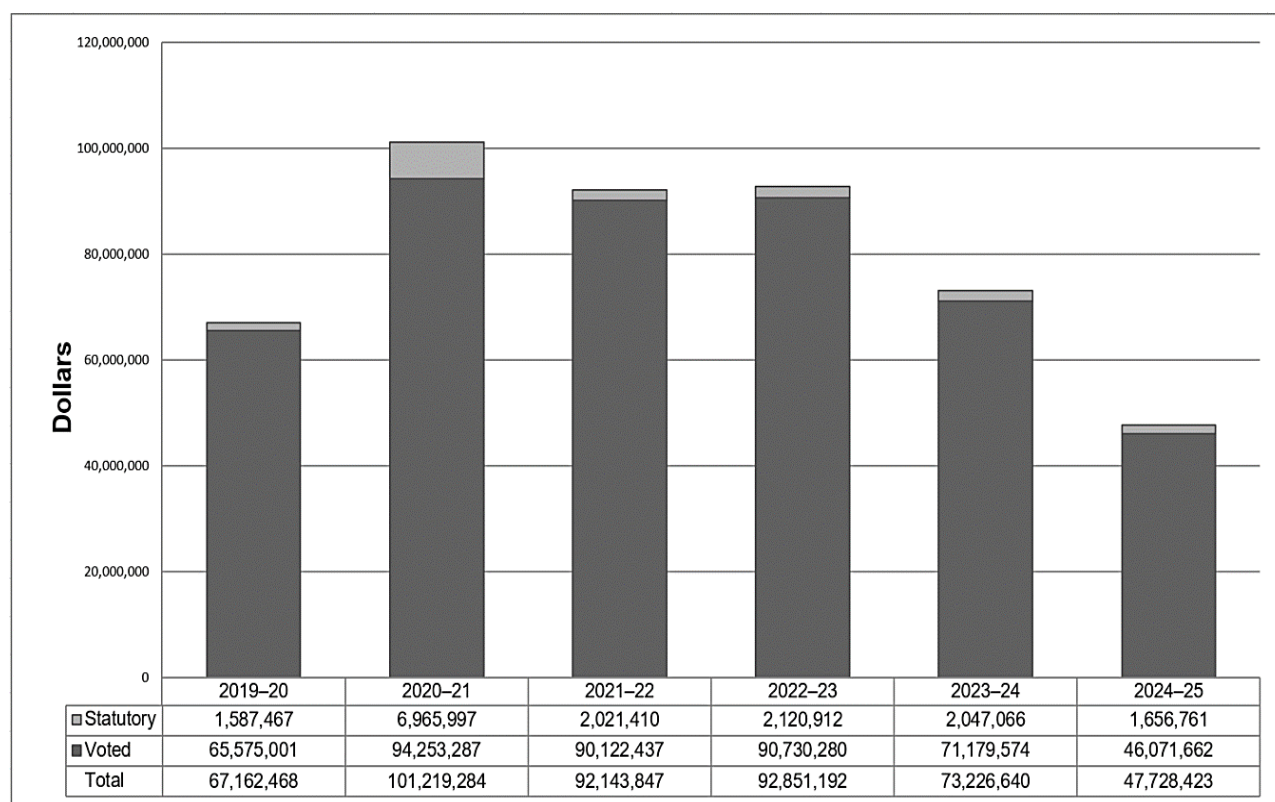
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



In 2020–21, actual expenditures reflects an additional \$32.8 million (\$27.8 million in Voted and \$5.0 million in Statutory) to address the economic impact of the COVID-19 global pandemic, delivered through the Regional Relief and Recovery Fund.

Although funding measures announced in Budget 2019 and Budget 2021 continue to be reflected in forecast and planned spending for 2021–22 and future years where applicable, the sunsetting of said funding measures (Budget 2019 of up to \$22.7 million and Budget 2021 of up to \$19.7 million), targeted COVID-19 initiatives (\$6.5 million), the Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association (up to \$6.4 million), the Northern Adult Basic Education Program (\$4.9 million), and other funding initiatives (up to \$1.1 million) account for the

majority of the net decrease in planned spending through 2024–25. Funding decisions regarding the extension or enhancement of programs will be reflected in the Agency's future budget and Estimates documents.

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of Canadian Northern Economic Development Agency's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 expenditures	2020–21 expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Economic Development in the Territories	59,410,413	92,172,174	85,659,930	86,132,880	86,132,880	66,508,328	41,749,551
Subtotal	59,410,413	92,172,174	85,659,930	86,132,880	86,132,880	66,508,328	41,749,551
Internal services	7,752,055	9,047,110	6,483,917	6,718,312	6,718,312	6,718,312	5,978,872
Total	67,162,468	101,219,284	92,143,847	92,851,192	92,851,192	73,226,640	47,728,423

Economic Development in the Territories experiences the greatest variability in actual expenditures, forecast and planned spending relevant to the current planning year. This is largely a result of the inclusion and subsequent sunseting of additional funding measures announced in Budget 2019 and Budget 2021 of up to \$42.4 million, combined, through 2024–25.

Economic Development in the Territories reflects an additional \$32.8 million in 2020–21 actual expenditures, to address the economic impact of the COVID-19 global pandemic, delivered through the Regional Relief and Recovery Fund.

Planned Human Resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Canadian Northern Economic Development Agency's core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Economic Development in the Territories	73	80	82	94	91	76
Subtotal	73	80	82	94	91	76
Internal services	26	29	30	34	31	28
Total	99	109	112	128	122	104

Actual, forecast and planned full-time equivalents are expected to increase by up to 29 through 2022–23, largely due to the hiring of new staff to deliver on Budget 2019 and Budget 2021 initiatives, and other existing programs, which began in earnest in 2019–20. The gradual reduction of 24 full-time equivalents through 2024–25 is largely due to the sunseting of Budget 2019 and Budget 2021 initiatives, and the Government of Canada may choose to extend, expand, or cancel these initiatives.

Estimates by vote

Information on Canadian Northern Economic Development Agency's organizational appropriations is available in the [2022–23 Main Estimates](#).^{xxiii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Canadian Northern Economic Development Agency's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on [Canadian Northern Economic Development Agency's website](#).

Future-oriented condensed statement of operations for the year ending
March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	83,029,340	87,791,626	4,762,286
Total revenues	10,332	4,133	(6,199)
Net cost of operations before government funding and transfers	83,019,008	87,787,493	4,768,485

The difference between 2021–22 and 2022–23 total expenses is largely a result of the issuance of fewer repayable contributions (loans) of \$2.4 million and a net increase in total expenses of \$0.8 million, both planned for 2022-23.

Corporate information

Organizational profile

Appropriate minister: The Honourable Daniel Vandal, Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency

Institutional head: Paula Isaak, President of CanNor and Associate Deputy Minister of Crown-Indigenous Relations and Northern Affairs Canada

Enabling instrument: *Public Service Rearrangement and Transfer of Duties Act, R.S.C. 1985, c. P-34*^{xxiv}

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 the [Canadian Northern Economic Development Agency's website](#).^{xxv}

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

Operating context

Information on the operating context is available on the [Canadian Northern Economic Development Agency's website](#).^{xxvii}

Reporting Framework

The Canadian Northern Economic Development Agency’s approved departmental results framework and program inventory for 2022–23 are as follows.

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

Supporting information on planned expenditures, human resources, and results related to the Canadian Northern Economic Development Agency's program inventory is available in the [GC InfoBase](#).^{xxviii}

Supplementary information tables

The following supplementary information tables are available on the [Canadian Northern Economic Development Agency's website](#).^{xxix}

- ▶ United Nations 2030 Agenda and the Sustainable Development Goals
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Up-front multi-year funding

Federal tax expenditures

The Canadian Northern Economic Development Agency's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

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](#).^{xxx} 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(s): 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. 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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])

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 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

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.

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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

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. Pan-Territorial Growth Strategy
<https://www.cannor.gc.ca/eng/1562247400962/1562247424633>
- ii. Canada's Arctic and Northern Policy Framework
<https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/1560523330587>
- iii. Inclusive Diversification and Economic Advancement in the North (IDEANorth),
<https://www.cannor.gc.ca/eng/1385477070180/1385477215760#chp1>
- iv. Jobs and Growth Fund
<https://www.cannor.gc.ca/eng/1626088661324/1626088710357>
- v. Canada Community Revitalization Fund
<https://www.cannor.gc.ca/eng/1624028304244/1624028326545>
- vi. Tourism Relief Fund
<https://www.cannor.gc.ca/eng/1625769524470/1625769545089>
- vii. Northern Projects Management Office (NPMO),
<https://www.cannor.gc.ca/eng/1370267347392/1370267428255>
- viii. Northern Aboriginal Economic Opportunities Program (NAEOP),
<https://www.cannor.gc.ca/eng/1385486556734/1385486648146>
- ix. Community Readiness and Opportunities Planning
<https://www.cannor.gc.ca/eng/1396121900938/1396122167871>
- x. Northern Isolated Community Initiatives (NICI) Fund
<https://www.cannor.gc.ca/eng/1608663726079/1608663750441>
- xi. Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut,
<https://www.cannor.gc.ca/eng/1386010541881/1386010818127>
- xii. Inclusive Diversification and Economic Advancement in the North (IDEANorth),
<https://www.cannor.gc.ca/eng/1385477070180/1385477215760>
- xiii. Women Entrepreneurship Strategy (WES),
<https://www.ic.gc.ca/eic/site/107.nsf/eng/home>
- xiv. Women Entrepreneurship Strategy Ecosystem Fund,
<https://www.ic.gc.ca/eic/site/129.nsf/eng/home>
- xv. Regional Economic Growth through Innovation (REGI),
<https://www.cannor.gc.ca/eng/1544468675997/1544468795408>
- xvi. Jobs and Growth Fund
<https://www.cannor.gc.ca/eng/1626088661324/1626088710357>
- xvii. Canada Community Revitalization Fund
<https://www.cannor.gc.ca/eng/1624028304244/1624028326545>
- xviii. Tourism Relief Fund
<https://www.cannor.gc.ca/eng/1625769524470/1625769545089>
- xix. Northern Projects Management Office (NPMO),
<https://www.cannor.gc.ca/eng/1370267347392/1370267428255>
- xx. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxiv. Public Service Rearrangement and Transfer of Duties Act, <https://laws.justice.gc.ca/eng/acts/P-34/>
- xxv. CanNor's Website, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xxvi. Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-northern-affairs-minister-responsible-prairies-economic>
- xxvii. CanNor's Website – Operating Context, <https://www.cannor.gc.ca/eng/1644526293492>
- xxviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix. CanNor's Website, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xxx. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>