

2020–21 Departmental Results Report

Canadian Northern Economic Development Agency

The Honourable Dan Vandal, P.C., M.P.
Minister of Northern Affairs, Minister
responsible for Prairies Economic
Development Canada and Minister
responsible for the Canadian Northern
Economic Development Agency

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency, 2021

ISSN 2561-2921

Cat. No. R105-3E-PDF

Table of contents

From the Minister	1
From the President.....	3
Results at a glance.....	5
Results: what we achieved	7
Economic Development in the Territories	7
Internal Services	20
Analysis of trends in spending and human resources	23
Actual expenditures	23
Actual human resources	25
Expenditures by vote	25
Government of Canada spending and activities.....	25
Financial statements and financial statements highlights	25
Corporate Information	27
Organizational profile	27
Raison d'être, mandate and role: who we are and what we do.....	27
Operating context.....	27
Reporting framework.....	28
Supporting information on the program inventory	29
Supplementary information tables	29
Federal tax expenditures.....	29
Organizational contact information.....	29
Appendix: definitions	31
Endnotes	35

From the Minister

It is our pleasure to present the 2020–21 Departmental Results Report for the Canadian Northern Economic Development Agency (CanNor).

In a year that was characterized by uncertainty and rapidly shifting priorities as a result of the global COVID-19 pandemic, CanNor remained committed in its efforts to meet the evolving economic needs of all Northerners, including Indigenous people in the territories. The Agency's Departmental Results Report describes a number of immediate and remarkable contributions over the past year, including those that were part of Canada's COVID-19 Economic Response Plan.

Through both relief-based and regular programming, CanNor supported key areas of the territorial economy throughout the fiscal year. The Agency provided necessary relief support through its Northern Business Relief Fund and Regional Relief and Recovery Fund, ensuring that businesses across the territories were able to survive the hardships caused by the COVID-19 pandemic and that they are well-positioned to adapt their operations for successful recovery and future growth.

CanNor continues to support territorial businesses through strategic investments, working with Indigenous enterprises, territorial communities, and the private sector to seize opportunities that enable the territorial economy to thrive, creating greater economic opportunity for residents of the North and Arctic.

Through all these initiatives and more, we continued to deliver on our commitment to foster a dynamic and growing economy that creates jobs, opportunities and a better quality of life for all Canadians, including those from diverse backgrounds, such as women, Indigenous peoples, racialized Canadians, persons with disabilities and LGBTQ+ groups.

We invite you to read this report to learn more about how CanNor is fostering long-term sustainability and economic prosperity in the territories.



Dan Vandal

Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency

From the President

In 2020-21, the Canadian Northern Economic Development Agency (CanNor) played a key role in supporting northern businesses through the COVID-19 pandemic and remains committed to promoting economic recovery across the territories. An event without precedent, the pandemic brought about unique challenges for businesses, communities, and Northerners, including Indigenous peoples.

Over the past year, CanNor has been there to support businesses and entrepreneurs with focused relief funding and has continued to support their recovery through strategic investments that contribute to the economic recovery of Canada as a whole. Relief funding from the Northern Business Relief Fund and the Regional Relief and Recovery Fund have gone a long way in helping businesses across the territories survive the pandemic. Support from these funds has also positioned them for a strong economic recovery.

In addition to its relief funding, the Agency continued to support the territories through its suite of regular economic development programming, including the Inclusive Diversification and Economic Advancement in the North program – an initiative that delivers foundational investments in economic infrastructure, sector development, and capacity-building in Nunavut, the Northwest Territories, and Yukon. As the Regional Development Agency for the territories, CanNor continues to play a pivotal role in helping the northern economy get back on track, develop, and grow.

Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut), an important component of CanNor, employed a government-wide approach to help increase Inuit representation across all groups and levels of the federal public service in Nunavut. Pilimmaksaivik has continued to support the Government of Canada’s commitments under Article 23 of the Nunavut Agreement through various programs, services, and initiatives.

The Northern Projects Management Office (NPMO) worked to advance resource development and infrastructure projects by coordinating the federal government’s participation in seven territorial environmental review processes and by leading discussions with territories, industry and Indigenous groups on improving these regulatory regimes. NPMO’s role in these review processes ensures that the federal government’s constitutional duty to consult Indigenous peoples in the North is upheld.

As we move forward, CanNor remains committed to supporting the recovery and future growth and development of the northern economies. By partnering with communities, Indigenous peoples, businesses, industry, and different levels of government, CanNor works to help improve the quality of life for Northerners.



Paula Isaak

President of the Canadian Northern
Economic Development Agency

Results at a glance

What funds were used? (2020-21 Actual Spending)	Who was involved? (2020-21 Actual FTEs)
\$101,219,284	109

The Canadian Northern Economic Development Agency (CanNor) is the Government of Canada's Regional Development Agency (RDA) responsible for supporting economic development in the territories. The Agency is guided by its [Pan-Territorial Growth Strategy](#)ⁱ (PTGS), a roadmap to robust and inclusive economies across the territories. The PTGS advances economic growth based on the unique strengths of the territories 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](#),ⁱⁱ 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 strategies, over the course of 2020-21, CanNor delivered economic development programming to Northerners including programs specifically for 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.

While the Agency continued to advance regular operational and policy work as described above, it augmented efforts on both fronts in a rapid response to the COVID-19 pandemic. CanNor rolled out a suite of new programming focused on relief and recovery, and undertook economic intelligence work to ensure that the Agency's efforts would equip northern businesses to not only survive the pandemic but to flourish as Canada's economy recovers. All divisions within CanNor dynamically adapted their work to best serve industry, communities, Indigenous partners, territorial governments, and other stakeholders through these extraordinary circumstances.

For more information on the Canadian Northern Economic Development Agency'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, including Indigenous people, businesses, organizations, other federal departments and other levels of government.

While CanNor’s Departmental Results Framework reflects the Core Responsibility listed above and the three Departmental Results listed below, it should be noted that the Agency devoted a great deal of time, attention, and capacity in 2020-21 toward responding to the unprecedented circumstances of the COVID-19 pandemic. CanNor’s 2020-21 Departmental Plan, written prior to the pandemic, did not predict the relief and recovery programming that was to come about as a result of these circumstances. This report will discuss CanNor’s relief- and recovery-related programming in 2020-21 in an [additional section](#) underneath “Results” below.

Results:

Relief and Recovery initiatives in response to COVID-19:

In the early days of the COVID-19 pandemic, CanNor responded quickly through the design and delivery of the Northern Business Relief Fund (NBRF). This provided short term relief for small- and medium-sized enterprises’ (SMEs) ongoing operational costs. Territorial SMEs impacted by economic disruptions due to COVID-19 could receive assistance in the form of a non-repayable grant ranging from \$2,500 to a maximum of \$100,000.

Primary relief and recovery efforts this year were guided through the launch and delivery of the [Regional Relief and Recovery Fund](#)ⁱⁱⁱ (RRRF), which provided assistance to businesses and communities that required additional support to cope with the pandemic. In the North, this meant focused stabilization support in key sectors including, but not limited to, tourism, fisheries, the mining supply chain, local food production and processing, regional innovation ecosystems and community infrastructure, as well as support to Community Futures Networks in Nunavut and Northwest Territories, and relevant partners and stakeholders in Yukon.

From the two above-mentioned initiatives, CanNor entered into agreements to support over 560 territorial SMEs through the end of 2020-21, providing approximately \$31.2 million in relief and recovery funding. This funding served to maintain an estimated 1,685 jobs across the territories – jobs that otherwise may have been lost. These numbers include:

- Over 270 unique agreements to support Yukon SMEs, totaling approximately \$14.7 million in relief and recovery funding and an estimate of over 650 jobs maintained.
- Approximately 250 unique agreements to support Northwest Territories SMEs, totaling about \$11.7 million in relief and recovery funding and an estimate of approximately 820 jobs maintained.

- Approximately 50 unique agreements to support Nunavut SMEs, totaling about \$4.8 million in relief and recovery funding and an estimate of approximately 220 jobs maintained.

CanNor's relief and recovery initiatives provided significant support to women-owned, Indigenous-owned, and tourism-related enterprises. According to data collected by the Agency, the impact of NBRF and RRRF on the aforementioned groups was as follows. Note that numbers add to more than the totals cited above, due to the fact that some enterprises fall under more than one category. Through these programs, CanNor supported:

- Over 200 enterprises majority-owned by women, totaling about \$8.1 million in relief and recovery funding and an estimate of approximately 680 jobs maintained.
- Over 100 enterprises majority-owned by Indigenous people, totaling about \$6.5 million in relief and recovery funding and an estimate of approximately 390 jobs maintained.
- Over 320 enterprises in tourism and related industries, including tourism operators and outfitters, arts, entertainment, recreation, accommodations, food services, and transportation, totaling about \$21.4 million in relief and recovery funding and an estimate of approximately 890 jobs maintained.

Since the launch of the RRRF in April 2020, the six RDAs and nearly 270 Community Futures Organizations have delivered over \$1.7 billion to nearly 23,700 businesses and organizations, helping to preserve over 188,000 jobs across the country.

Regular programming:

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.

In 2020-21, CanNor worked with Indigenous communities to increase their capacity to participate in and benefit from economic opportunities. Through the [Northern Aboriginal Economic Opportunities Program's](#)^{iv} (NAEOP) [Community Readiness and Opportunities Planning](#)^v (CROP) fund, CanNor was able to provide 23 unique Indigenous communities with approximately \$6.5M across 40 projects to enhance economic infrastructure, increase employment, and improve conditions for community economic development. For example:

- In Watson Lake, Yukon, CanNor provided \$900,000 to First Kaska GP, the economic development arm of the Liard First Nation. First Kaska GP has the opportunity to become a major contractor for road maintenance, equipment operations at mines, and local construction work. With CanNor support, First Kaska has been able to hire new employees and leverage further funding for the purchase of equipment.
- In the Northwest Territories, CanNor provided \$220,000 to the Inuvialuit Community Economic Development Organization in support of regional strategic planning and capacity development programs for Inuvialuit beneficiaries. This included a Cruise Ship Strategy for the Inuvialuit Settlement Region, food processing projects, and reindeer herding initiatives.
- In Nunavut, CanNor partnered with the Qaujigiartiit Corporation to support the Inuusirvik Community Wellness Hub. With \$225,000 in CanNor funding, Qaujigiartiit is completing the engineering, architectural, and geotechnical drawings and documents needed for the construction of the Hub, to be built in downtown Iqaluit.

CanNor renewed the [Northern Adult Basic Education Program](#)^{vi} (NABEP) during fiscal year 2020-21. NABEP is an education support program designed to help adult Northerners receive focused training to equip them to participate more fully in the labour market. The program is delivered through Yukon University, Aurora College, and Nunavut Arctic College. In 2020-21, CanNor contributed \$4.5 million to these institutions 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.

2020-21 marked the second year of CanNor's [Northern Isolated Community Initiatives](#)^{vii} (NICI) fund, which supports food security in territorial communities. This program strengthens regional food systems in the territories, reduces food insecurity, and seeks out creative solutions to nutritional challenges. Through NICI, CanNor supported 22 food-related projects across the territories in 2020-21 with approximately \$1.8 million in funding. For example:

- In Nunavut, CanNor provided \$107,500 to the Amaruq Hunters and Trappers Association to develop and build a country food processing plant. Once completed, this facility will also include a retail storefront to sell traditional Inuit country food.
- In the Northwest Territories, CanNor provided \$329,500 to the Community Garden Society of Inuvik to purchase, install, and operate a container-housed hydroponic garden system. This system will make possible the cultivation of year-round fresh produce for local residents and businesses.
- In Yukon, CanNor provided \$27,000 to Yukon Valley Farms in order to support the construction of a flour mill which will allow for the manufacture of value-added products. As a result of this project, Yukon Valley Farms will diversify its product offerings to meet the needs of local consumers while also helping reduce reliance on food imported from the South.

Under a multi-year funding agreement, CanNor is investing in the construction of a [Regional Training Centre](#)^{viii} in Pond Inlet, Nunavut. This project supports the implementation of an Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association (QIA), which was signed in support of the establishment of the *Tallurutiup Imanga National Marine Conservation Area*. In 2020-21, CanNor invested approximately \$1.1 million toward this project. Although construction was delayed due to COVID-19, QIA completed a needs assessment for the training centre, which captured programming needs and ensures that the training centre will meet those needs when built. Further funding through 2023 will continue to support the construction of this facility.

Departmental Result: Businesses are Developing in the Territories

In 2020-21, CanNor continued to support the growth and expansion of SMEs 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](#)^{ix} (IDEANorth) program is CanNor's largest funding program and the Agency's primary tool for delivery on its northern economic development mandate. 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.

In 2020-21, IDEANorth supported projects that fostered the sustainable growth of a diverse range of sectors including mining, tourism, and fisheries in a manner which increased community capacity and helped maximize jobs and the retention of wealth within the territories.

In addition to CanNor's relief- and recovery-related programming highlighted above, IDEANorth in 2020-21 provided \$15.1 million toward 72 projects across the territories, of which \$7.2 million went toward 16 small-scale infrastructure projects. These projects supported a variety of northern industries and businesses, ranging from multipurpose infrastructure to clean energy. For example:

- In Yukon, CanNor provided \$775,000 to the Selkirk Development Corporation for its Minto Resort revitalization project. This funding will go toward refurbishing the Minto Resort camping and recreational vehicle facility, elevating the level of service available, and scaling up the Minto Resort to become a more prominent tourism destination.
- In Lutsel K'e, Northwest Territories, CanNor provided \$587,400 to support the revitalization and rebranding of the Lutsel K'e Dene Frontier Lodge. This First Nation-owned lodge will become the 'Gateway to Thaidene Nene,' a newly-established National Park Reserve on the east arm of Great Slave Lake. With CanNor's support, the Frontier Lodge will offer a revamped selection of services, accommodations, and authentic Indigenous cultural experiences.

- In Nunavut, CanNor supported the Hamlet of Pond Inlet with \$487,500 to fund the purchase of a rock crusher that enables the community to produce its own aggregate for infrastructure projects. The crusher has already facilitated the resurfacing of approximately 12 kilometres of the hamlet’s roads, and has brought about employment and training opportunities for local heavy equipment operators.

Through NAEOP's [Entrepreneurship and Business Development](#)^x (EBD) fund, CanNor provided approximately \$3.9 million to 14 Indigenous-led projects. This includes \$2.4 million in funding to three Alternate Service Delivery partners and \$372,000 in funding to two external delivery partners, which in turn supported Indigenous businesses across the territories. Alternate Service Delivery partners are third-party Indigenous service providers with direct community linkages. CanNor’s financial support afforded these Indigenous service providers with greater capacity to cultivate a culture of Indigenous entrepreneurship and increase the number of sustainable Indigenous businesses.

The remainder of NAEOP-EBD funding was delivered directly by CanNor to applicants. For example:

- In Nunavut, CanNor provided \$45,000 to the Silou Energy-Efficient Residential Units Pilot Project, a 100% Inuit-owned business, to carry out the construction of a four-unit energy-efficient residential apartment complex. This project was borne of a preliminary study conducted in 2018 and serves as a pilot for the future design and construction of low-cost prefabricated residential apartments units in Baker Lake, Nunavut.
- In the Northwest Territories, CanNor provided \$175,000 to Beaver Enterprises – a subsidiary of the Acho Dene Koe First Nation in Fort Liard – to acquire heavy equipment necessary for highway maintenance contracts, as well as other public and private contracts across the Dehcho region. Beaver Enterprises Limited Partnership is the largest private sector employer in Fort Liard.
- In Yukon, CanNor provided \$720,000 to Iyon Kechika Contracting (IKC) – the economic development arm of the Daylu Dena Council – for the purchase of Watson Lake-based Bluestone Holdings, a seller of sand, gravel, concrete, and related products. This purchase allowed IKC to expand its range of construction supply and related service activities.

While the majority of the Agency’s programming is unique, CanNor also operates programs common to all RDAs.

The [Regional Economic Growth through Innovation](#)^{xi} (REGI) program has been supporting business growth and innovation, helping regions to diversify with the goal of building stronger and more innovative communities across Canada through the RDAs. In 2020-21, CanNor entered into funding agreements for 16 projects under the REGI program, totaling approximately \$1.6 million.

- In the Northwest Territories, for example, CanNor provided \$99,000 under REGI to the Great Slave Bottling Company to fund the purchase of specialized bottling, labeling, and

operating equipment. This equipment will be installed in a newly-constructed facility that will allow for greater production, and will help facilitate compliance with food safety standards.

The [Women Entrepreneurship Strategy](#)^{xii} (WES) is a whole-of-government strategy that continues to work toward the goal of increasing the number of women-owned businesses in Canada. In Spring 2020, 48 existing recipient organizations of the WES Ecosystem Fund were allocated \$15 million in additional funding to enhance support to women entrepreneurs impacted by the COVID-19 pandemic; they were able to increase women entrepreneurs' online and export promotion capacity. RDAs will report on specific results under the Ecosystem Fund. Other federal partners in WES, including Export Development Canada, met their targets early and have set new targets. In 2020, Export Development Canada increased support available through their Women in Trade Investment Program to \$100 million and has committed \$43 million of the \$100 million to date. In 2020-21, CanNor funded four projects through WES totaling approximately \$758,000.

- In Yukon, CanNor provided \$45,200 to Yukon Soaps to fund the construction of a new soap manufacturing plant in Mayo. CanNor's support will allow the company to purchase new equipment to help increase production and meet growing demand.
- In Nunavut, CanNor provided \$603,800 to Pauktuutit Inuit Women of Canada's Enhancing Inuit Women in Economic Development project. This project fosters the creation of an Inuit Women in Business Council, sustains the Inuit Women in Business Network, and prepares Inuit women to engage in procurement opportunities.

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

The mining sector is a major driver of economic growth in the territories. It fosters growth in related sectors including communications, energy and transportation infrastructure, and commercial services. At CanNor, the [Northern Projects Management Office](#)^{xiii} (NPMO) works with industry, northern governments, communities, Indigenous groups, and other partners to promote sustainable and responsible 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 by coordinating federal input 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 sustainable resource development and a more stable and attractive investment climate.

In 2020-21, through NPMO, CanNor coordinated the Government of Canada's participation in seven territorial environmental assessments: four in Yukon, one in the Northwest Territories, and two in Nunavut. CanNor coordinated these assessments and, in doing so, contributed to their keeping within legislated timelines despite the difficulties that arose from COVID-19. The

Agency also maintained the crown consultation record for these assessments, and worked to advance Crown Consultation Assessment Reports for three proposed major projects.

Through these activities, in 2020-21, NPMO facilitated approximately 332 interactions within the territories between federal departments, industry proponents, regulatory boards, and Indigenous groups, including participation in board-organized public hearings and technical meetings. This number is a marked increase over the approximately 100 interactions facilitated in 2019-20, and is a product of additional roles taken on by NPMO in response to COVID-19 as the Agency sought to navigate an economic recovery and coordinate consultation efforts with Indigenous governments.

During the past year, NPMO developed and implemented several initiatives in response to COVID-19 specifically. These included the establishment or continuation of:

- A Pan-Territorial Mineral Sector Committee to understand the impacts experienced by the mineral sector and what will be required for a post-pandemic recovery;
- A Board Forum through which regulatory boards across the territories came together to discuss opportunities to improve regulatory processes and best practices to engage Indigenous peoples and organizations during the pandemic; and
- In the Northwest Territories, a regulatory dialogue between industry, regulatory boards, and Indigenous governments and organizations to examine how regulatory processes could be streamlined for exploration projects.

Other activities to support CanNor's Core Responsibility:

Pilimmaksaivik

CanNor hosts [Pilimmaksaivik](#),^{xiv} the Federal Centre of Excellence for Inuit Employment in Nunavut. Pilimmaksaivik 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. Pilimmaksaivik does this by reducing barriers for recruitment, designing and delivering cultural competency training, and coordinating workplace wellness activities.

Overall Inuit representation across federal departments and agencies operating in Nunavut rose to 48% in 2020-21, up from 46% the year before. Representation increased across all occupational groups except for scientific positions, which remained stable. Notably, there has been an increase in the seniority of Inuit employees over the previous year. Inuit representation at the senior level had climbed to 23% up from 18%. Similarly, the percentage of Inuit occupying intermediate-level positions had climbed from 29% to 34%.

Pilimmaksaivik operates the [Inuit Learning and Development Program](#)^{xv} (ILD), a pre-employment and job training initiative aimed at helping Nunavut Inuit develop skills for potential jobs in the federal public service within the territory. Nine participants completed the

program in December 2020, and received offers for continued employment with the Government of Canada. At the conclusion of 2020-21, eight graduates of the third cohort were still employed within the federal public service, in addition to six from the previous two cohorts.

Pilimmaksaivik oversees the [Education Support Fund](#),^{xvi} which provided financial support to 12 Inuit employees from five departments and agencies pursuing post-secondary studies that correlate with Government of Canada positions in Nunavut. It also oversees *Sivuliqtiurnmut Ilinniarniq*, a leadership training initiative that prepares Inuit employees to take on supervisory or manager-level employment. At the conclusion of 2020-21, 11 participants were poised to successfully complete the program by June 2021. Of the 19 previous graduates, seven had received promotions in the Government of Canada within the same fiscal year; three more were promoted afterward, and two participants accepted positions with the Government of Nunavut.

Throughout the year, Pilimmaksaivik continued to provide cultural and wellness support to Inuit employees across the Government of Canada via one-on-one counselling sessions. The counselling program was revamped during 2020-21, and employees used 109 counselling sessions in total, 55 of which were used by Nunavut Inuit employees specifically.

Additionally, Pilimmaksaivik organized cultural ‘learn-to’ events for federal employees, based on best practices for retention of Inuit employees.

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 2020-21, CanNor’s Policy and Advocacy division pivoted significant capacity toward the Agency’s relief and recovery efforts in response to the COVID-19 pandemic. This included intensive monitoring and analysis of economic conditions within the territories to identify gaps and opportunities as the situation evolved, and subsequent policy design and provision of advice to senior management. The Policy team also promoted inter-departmental dialogue on how to best coordinate efforts to equip the economies of the North for a strong recovery.

CanNor continued to support 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 on the implementation of the Framework, with efforts focused primarily on the economic pillar of the Framework as a means to promote long-term economic growth within the territories.

CanNor’s Strategic Policy team continued to support broader Government of Canada efforts by contributing to strategic planning within the Arctic Cooperation Advisory Committee, which helps support the Government of Canada’s participation in the Arctic Council and other Arctic

fora. The Agency also undertook some international outreach, through presenting on northern economic development at the Arctic Resilience Forum, and at the Arctic Infrastructure Alliance Seminar, hosted by the Embassy of Denmark in Ottawa. In its advocacy role, the Policy team continued to advance work on Indigenous reconciliation, as well as work toward the United Nations 2030 Agenda for Sustainable Development in partnership with other federal departments.

In the 2020-21 Departmental Plan, CanNor committed to collaborating with the [Canada School of Public Service](#)^{xvii} (CSPS) to advance the development of evidence-based policy making in the North. CanNor delivered a presentation to and facilitated a discussion within the CSPS on this topic. In another presentation at the [Institute on Governance](#),^{xviii} CanNor helped train executives across the Government of Canada on culture, health, governance, and economic development within Nunavut specifically.

In 2020-21, CanNor's Policy team continued to implement measures outlined in the Agency's Data Strategy to improve data transparency, quality, and availability. These measures included developing database inventories, building capacity, and advancing data partnerships.

Gender-based analysis plus

In 2020-21, CanNor began implementation of the first stage of the Agency's [Gender-Based Analysis plus](#)^{xix} (GBA+) Action Plan, which seeks to increase internal GBA+ capacity. Human Resources is working to update the Agency's Learning Roadmaps to include mandatory GBA+ training for new employees. Furthermore, CanNor has begun developing a survey to gauge existing training levels and awareness of GBA+ among employees. The findings will be used to track the progress of CanNor's GBA+ Action Plan.

In its design of relief and recovery programming, CanNor leveraged both program data and external data from Statistics Canada and Women and Gender Equality Canada to address gaps and focus investments toward sectors and businesses with higher concentrations of disproportionately-impacted diverse groups, including Indigenous peoples and communities, women, and youth. The support provided to those diverse groups by the Agency's relief and recovery programming is quantified in the "[Results](#)" section of this report.

In 2020-21, CanNor contracted Statistics Canada to collect GBA+ data in the territories. This data will be used to analyze the impacts of CanNor's economic programming and to inform senior management's decision-making. The Agency continued to consult with other Government of Canada departments (including Women and Gender Equality Canada and ISED) to gather information, leverage insights, and better understand the GBA+ environment in the territories.

Additionally, in 2020-21, CanNor received approval to include new GBA+ program indicators in the Northern Projects Management program. These indicators reflect the heavy extent to which this program is driven by Indigenous and GBA+ considerations.

Experimentation

In 2020-21, CanNor continued to experiment with repayable contributions. This experimentation will help to inform the eventual broader rollout of new business approaches in future years. 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 economic development corporations in the territories.

Specifically, CanNor supported Cheetah Resources Corporation through a repayable contribution toward the company's Nechalacho Rare Earth Demonstration Project. This mine is intended to act as a proof-of-concept, demonstrating the economic feasibility of rare earths extraction in the Northwest Territories. \$1.3 million in repayable CanNor funding supported the purchase of an innovative, high-tech sensor-based ore sorting machine. Cheetah Resources' adaptation and adoption of sensor-based ore sorting technology for the extraction of rare earths will result in a much smaller environmental footprint than would otherwise be the case. The Nechalacho project is also innovative in that it is the first mine in Canada for which ground operations have been entirely contracted out to the First Nation on whose traditional territory the mine resides – in this case, the Yellowknives Dene First Nation.

In 2020-21, CanNor also launched the [Northern Food Innovation Challenge](#)^{xx} under the NICI program. This challenge will support innovative, community-led projects for local and Indigenous food production systems to help improve food security across the territories. Between January and March of 2021, CanNor collected applications under Phase 1 of this challenge. The initial cohort of innovators is to receive seed funding and support in 2021-22, with finalists chosen in 2022-23.

2030 Agenda for Sustainable Development

CanNor is a contributor to the Government of Canada's efforts to support the advancement of the [United Nations' 2030 Sustainable Development Goals](#)^{xxi} (SDGs).

Under CanNor's flagship program IDEANorth – which makes foundational investments in economic infrastructure, sector development, and capacity building to help position Northerners to take advantage of Canada's innovation economy – CanNor invested \$26.2M across the territories in 2020-2021. These investments helped create and maintain jobs and economic opportunities through clean growth, the development of reliable infrastructure, and the encouragement of sustainable practices, contributing toward:

- **SDG #8** – *[The promotion of] sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.*

More specifically, CanNor's investments contributed toward SDG #8.3, the promotion of 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.

- **SDG #9** – *[The building of] resilient infrastructure, inclusive and sustainable industrialization, and innovation.*

More specifically, CanNor’s investments contributed toward SDG #9.1, the development of quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

- **SDG #12** – *[The ensuring of] sustainable consumption and production patterns.*

More specifically, CanNor’s investments contributed toward SDG #12.6, the encouragement of companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

CanNor supported projects in 2020-21 that promote the transition to a greener economy, support greenhouse gas mitigation and clean technology product development and adoption, and foster the green transformation and adaptation of SMEs. For example, in Whitehorse, Yukon, CanNor invested \$3 million into the Haeckel Hill Wind Farm to expand the availability of renewable energy and reduce local reliance on diesel fuel. An estimated 75 new jobs will be created by the project.

Results achieved

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, 2022	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	1.0	March 31, 2021	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, 2022	4,322	4,367	4,348
	Number of investments in clean tech projects supported by CanNor in the territories	10	March 31, 2021	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	30	March 31, 2021	39	29	21***
	Percent of environmental assessments in the Territories that are completed within the scheduled time frame	100%	March 31, 2021	100%	100%	100%

* 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%.

** In January 2021, Statistics Canada underwent a rebasing of the Labour Force Survey. The 2020-21 estimates are based on rebased data and may have been calculated different than they were previously.

*** This target was not met due to an inability to hold in-person meetings resulting from COVID-19 lockdown restrictions and isolation requirements. Throughout the pandemic, NPMO continued to provide advisory services and issues management for stakeholders where possible.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
57,808,794	57,808,794	115,887,096	92,172,174	34,363,380

The difference between actual and planned spending is mainly due to additional spending to address the economic impact of the COVID-19 pandemic (\$32.8 million), delivered through the Regional Relief and Recovery Fund.

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
87	80	(7)

The difference between actual and planned full-time equivalents is mainly due to the hiring or replacement of a lower number of full-time equivalents, than originally planned.

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

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 2020-21, CanNor's Communications department continued to modernize the Agency's web presence and enhance its use of social media platforms to meet the needs of proponents, partners and stakeholders. This was particularly important when it came to providing timely advice related to COVID-19 relief funding programs. CanNor also launched a new home page in May 2020, making it easier for users to navigate the website and quickly find information.

Human Resources management remained a key area of focus throughout 2020-21, especially as the Agency pivoted its internal operations to ensure continuity of services to northern businesses during the COVID-19 pandemic. CanNor remains committed to ensuring a work environment in which employees are supported, enabled, and empowered to contribute to a healthy, high-performing workplace that advances the Agency's overall business priorities and delivers results for Northerners. In 2020-21 CanNor's Human Resources department:

- Conducted for a third consecutive year the CanNor Inuit Talent Management Process (ITMP), as well as the CanNor Annual Survey of Inuit Employees, which garnered a 100% response rate and positive feedback;
- Developed a CanNor Guide to Providing Feedback to Inuit Candidates;
- Continued to build a workplace culture that embraces diversity and inclusion by:
 - continuing to identify and address possible barriers to inclusive hiring; this included the development of a Diversity & Inclusion Plan with new commitments

aimed at enhancing hiring practices, as well as measures to further support staff in their professional growth and development; and

- ensuring that all senior managers completed training to help them acknowledge and challenge potential unconscious biases.

Additionally, in 2020-21, work to improve connectivity within the Iqaluit office was delayed to COVID-19 travel restrictions.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
6,492,316	6,244,376	7,164,559	9,047,110	2,802,734

The difference between actual and planned spending is mainly due to the hiring of additional staff and associated personnel costs, employee benefit plan costs, and other additional adjustments not captured in planned spending (\$2.3 million).

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
25	29	4

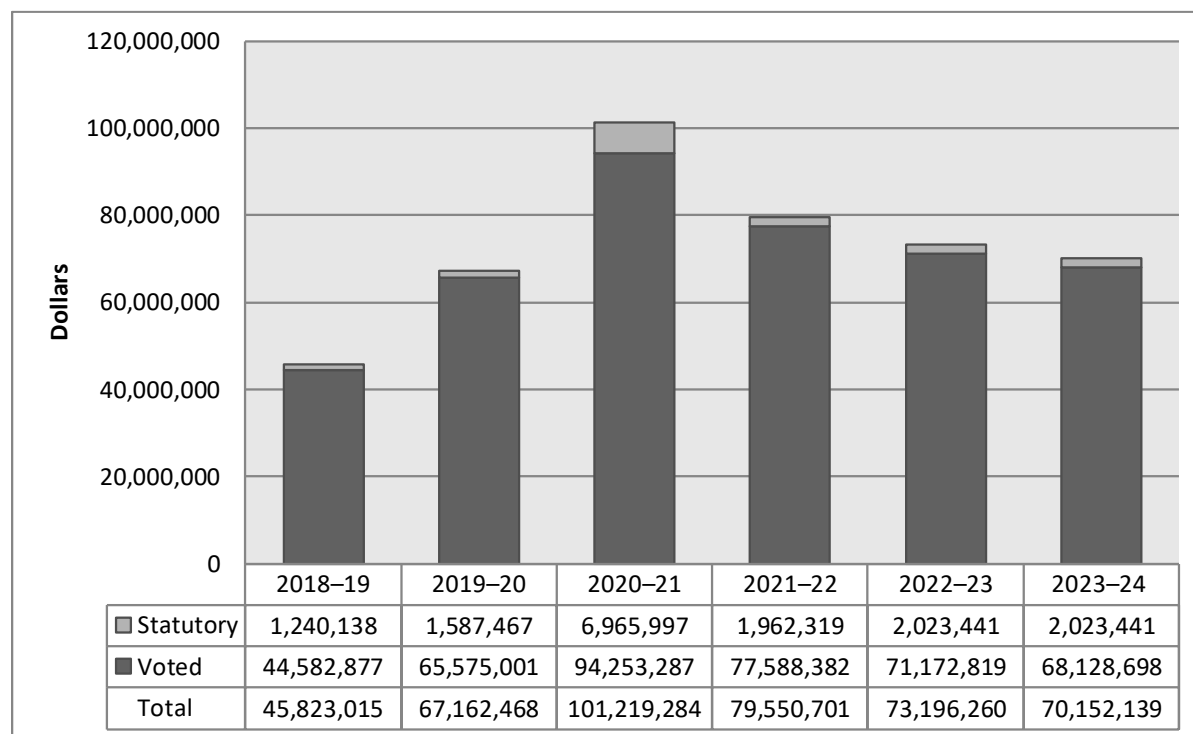
The difference between actual and planned full-time equivalents is mainly due to the hiring of a larger number of full-time equivalents than originally planned.

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.¹



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.

In 2020-21, actual spending 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 pandemic. This funding was delivered through the Regional Relief and Recovery Fund.

Although Budget 2019 funding measures continue to be reflected in planned spending for 2021-22 and future years, the sunseting of both NABEP (beginning in 2022-23) and the conclusion of the named-grant with the Qikiqtani Inuit Association (beginning in 2023-24) account for the majority of the \$9.4 million decrease in planned spending through 2023-24.

¹ Projections do not include new investments announced via Budget 2021.

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

Core responsibilities and Internal Services	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)
Economic Development in the Territories	57,808,794	57,808,794	73,066,784	66,477,948	115,887,096	39,227,565	59,410,413	92,172,174
Subtotal	57,808,794	57,808,794	73,066,784	66,477,948	115,887,096	39,227,565	59,410,413	92,172,174
Internal Services	6,492,316	6,244,376	6,483,917	6,718,312	7,164,559	6,595,450	7,752,055	9,047,110
Total	64,301,110	64,053,170	79,550,701	73,196,260	123,051,655	45,823,015	67,162,468	101,219,284

2020–21 Budgetary actual gross spending summary (dollars)

Core responsibilities and Internal Services	2020–21 Actual gross spending	2020–21 Actual revenues netted against expenditures	2020–21 Actual net spending (authorities used)
Economic Development in the Territories	92,172,174	0	92,172,174
Subtotal	92,172,174	0	92,172,174
Internal Services	9,047,110	0	9,047,110
Total	101,219,284	0	101,219,284

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 Actual full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Economic Development in the Territories	51	73	87	80	89	90
Subtotal	51	73	87	80	89	90
Internal Services	28	26	25	29	31	31
Total	79	99	112	109	120	121

The upward trend in FTE numbers reflected in the table is the product of two processes: additional resources provided to the Agency to support the delivery of new and renewed programming, and additional efforts to build the Agency’s workforce across the North.

Expenditures by vote

For information on the Canadian Northern Economic Development Agency’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–2021](#).^{xxiii}

Government of Canada spending and activities

Information on the alignment of the Canadian Northern Economic Development Agency’s spending with the Government of Canada’s spending and activities is available in [GC InfoBase](#).^{xxiv}

Financial statements and financial statements highlights

Financial statements

The Canadian Northern Economic Development Agency’s financial statements (unaudited) for the year ended March 31, 2021, are available on the [departmental website](#).^{xxv}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020–21 Planned results	2020–21 Actual results	2019–20 Actual results	Difference (2020–21 Actual results minus 2020–21 Planned results)	Difference (2020–21 Actual results minus 2019–20 Actual results)
Total expenses	62,328,838	97,928,136	62,807,994	35,599,298	35,120,142
Total revenues	0	15	11,159	15	(11,144)
Net cost of operations before government funding and transfers	62,328,838	97,928,121	62,796,835	35,599,283	35,131,286

The \$35.6 million increase in total expenses between 2020-21 actual and planned results, and the \$35.1 million increase between 2020-21 and 2019-20 actual results, mainly reflects the additional spending of \$32.8 million to address the economic impact of the COVID-19 pandemic. This funding was delivered through the Regional Relief and Recovery Fund.

Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)

Financial information	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	26,411,551	17,404,156	9,007,395
Total net financial assets	24,801,400	16,269,893	8,531,507
Departmental net debt	1,610,151	1,134,263	475,888
Total non-financial assets	122,374	232,884	(110,510)
Departmental net financial position	(1,487,777)	(901,379)	(586,398)

The \$9.0 million increase in total net liabilities and the \$8.5 million increase in total net financial assets are a direct result of the establishment of additional year-end balances for accounts payable and accrued liabilities, with transfer payment liabilities accounting for \$5.5 million.

Corporate Information

Organizational profile

Appropriate minister: The Honourable Dan Vandal, P.C., M.P., Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency

The Honourable Mélanie Joly, P.C., M.P., Minister of Economic Development and Official Languages (responsible Minister for 2020-21)

Institutional head: Paula Isaak, President

Ministerial portfolio: Canadian Northern Economic Development Agency
Innovation, Science and Economic Development Canada (2020-21)

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

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](#).^{xxvii}

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

Operating context

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

Reporting framework

The Canadian Northern Economic Development Agency's Departmental Results Framework and Program Inventory of record for 2020–21 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 the Canadian Northern Economic Development Agency's Program Inventory is available in [GC InfoBase](#).^{xxx}

Supplementary information tables

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

- ▶ Reporting on Green Procurement
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits
- ▶ Up-front multi-year funding

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](#).^{xxxii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA+ of tax expenditures.

Organizational contact information

Head Office:

Allavvik Building
1106 Inuksugait Plaza
Iqaluit, Nunavut
X0A 0H0
Canada

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 2020–21 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

- i. Pan-Territorial Growth Strategy: Working together for a better future,
<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. Regional Relief and Recovery Fund (RRRF),
https://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_07682.html
- iv. Northern Aboriginal Economic Opportunities Program (NAEOP),
<https://cannor.gc.ca/eng/1385486556734/1385486648146>
- v. Community Readiness and Opportunities Planning (CROP) fund,
<https://cannor.gc.ca/eng/1396121900938/1396122167871>
- vi. Northern Adult Basic Education Program (NABEP),
<https://www.cannor.gc.ca/eng/1386781838257/1386781934840>
- vii. Northern Isolated Community Initiatives (NICI) fund,
<https://www.cannor.gc.ca/eng/1608663726079/1608663750441>
- viii. Tallurutiup Imanga Infrastructure Projects,
<https://www.qcorp.ca/qc-services/tallurutiup-imanga-infrastructure-projects/>
- ix. Inclusive Diversification and Economic Advancement in the North (IDEANorth),
<https://www.cannor.gc.ca/eng/1385477070180/1385477215760>
- x. Entrepreneurship and Business Development (EBD) fund,
<https://cannor.gc.ca/eng/1396123434848/1396123576050>
- xi. Regional Economic Growth through Innovation (REGI),
<https://www.cannor.gc.ca/eng/1544468675997/1544468795408>
- xii. Women Entrepreneurship Strategy (WES),
<https://www.ic.gc.ca/eic/site/107.nsf/eng/home>
- xiii. Northern Projects Management Office (NPMO),
<https://www.cannor.gc.ca/eng/1370267347392/1370267428255>
- xiv. Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut,
<https://www.cannor.gc.ca/eng/1609971309694/1609971334755>
- xv. Inuit Learning and Development Program (ILDLP),
<https://www.cannor.gc.ca/eng/1609967142094/1609967162422#sec2>
- xvi. Education Support Fund,
<https://www.cannor.gc.ca/eng/1609966723902/1609966774583#sec5>
- xvii. Canada School of Public Service,
<https://www.cspcs-efpc.gc.ca/index-eng.aspx>
- xviii. Institute on Governance,
<https://iog.ca/>
- xix. Gender-based analysis plus (GBA+) Action Plan,
<https://www.cannor.gc.ca/eng/1580483876243/1580483927448>
- xx. Northern Food Innovation Challenge,
<https://www.cannor.gc.ca/eng/1608661159836/1608664034823>
- xxi. United Nations 2030 Sustainable Development Goals (SDGs),
<https://sdgs.un.org/goals>
- xxii. GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii. Public Accounts of Canada,
<http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxiv. GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxv. Financial Statements and Quarterly Financial Reports,
<https://www.cannor.gc.ca/eng/1370435709347/1370436040329>
- xxvi. Public Service Rearrangement and Transfer of Duties Act,
<https://laws.justice.gc.ca/eng/acts/P-34/>

-
- xxvii. Raison d'être, mandate and role: who we are and what we do,
<https://www.cannor.gc.ca/eng/1575468291053/1575468309084>
 - xxviii. Mandate Letters,
<https://pm.gc.ca/en/mandate-letters>
 - xxix. Operating Context,
<https://www.cannor.gc.ca/eng/1583857400043/1583857420205>
 - xxx. GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
 - xxxi. Supplementary Information Tables,
<https://www.cannor.gc.ca/eng/1632764762663/1632764795043>
 - xxxii. Report on Federal Tax Expenditures,
<https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>