



Canadian Northern Economic
Development Agency

Agence canadienne de développement
économique du Nord

2021–22 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

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From the Minister

I am pleased to present the 2021–22 Departmental Results Report for the Canadian Northern Economic Development Agency (CanNor).

The pandemic continued to present challenges in the territories impacting several economic sectors and varies from one territory to another, as does the pace of recovery. Thanks to investments made by CanNor and the leadership of communities, small businesses, and territorial and Indigenous partners, we are continuing to see the economies rebound, particularly in the travel and tourism sectors.

The Departmental Results Report describes CanNor's contributions and initiatives from April 1, 2021, to March 31, 2022, as the regional economic development agency responsible for the Northwest Territories, Nunavut and the Yukon.

Using ongoing and focused programming, CanNor supported key areas of the territorial economy, based on priorities of Northerners. The Agency provided targeted supports through programs such as the Jobs and Growth Fund, the Tourism Relief Fund, and the Canada Community Revitalization Fund. These measures helped businesses and sectors across the territories manage the challenges caused by the pandemic and continue its recovery and assure future business growth, sustaining current jobs and creating new opportunities for Northerners.

CanNor continues to support territorial businesses through strategic and foundational investments, partnering with Indigenous businesses and organizations, communities, the private sector and other orders of government to take advantage of opportunities to help the territorial economies grow and thrive. CanNor continues this work by delivering support that takes into account the unique advantages and opportunities of each territory to maximize regional economic prosperity, ensuring inclusive economic growth that leaves no one behind.

Through these initiatives and many others, our commitment to helping build an inclusive, sustainable, and growing economy across the territories is creating good jobs, offering more opportunities, supporting economic reconciliation, and, as a result, contributing to a better quality of life for Northerners in communities big and small.

As territorial economies continue to grow the Government of Canada will continue to be there in full partnership, investing in the priorities of Northerners, benefitting the entire Canadian economy.



The Honourable 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 2021-22, the Canadian Northern Economic Development Agency (CanNor) had an important role in supporting Northern businesses and communities as they recover from the pandemic and find new ways to thrive in our current context. CanNor remains committed to the continuation of this work.

This past year presented significant challenges for businesses, communities, and Northerners, including Indigenous Peoples. As public health restrictions eased across the territories, CanNor supported the growth of vibrant, inclusive territorial economies by making strategic investments in foundational economic development projects that benefit Northerners.

Through regular economic development programming, the Agency supported territorial economies across a range of sectors. The Inclusive Diversification and Economic Advancement in the North program helped support sector and capacity development, business scale-up and productivity, and foundational and small-scale economic infrastructure. The Northern Aboriginal Economic Opportunities Program helped build capacity and foster the long-term potential for Indigenous businesses and communities. The Northern Isolated Community Initiatives fund supported innovative community-led projects that aimed to address food security challenges and provide access to healthy and affordable food for Northerners across the territories.

Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut), housed within CanNor, used a government-wide approach to help the federal government implement Article 23 of the *Nunavut Agreement*.

The Northern Projects Management Office continued its work advancing resource development and infrastructure projects through coordination of the federal government's participation in eight territorial environmental review processes and by leading discussions with territories, industry and Indigenous groups on improving these regulatory regimes. The Office's key role in these review processes ensures that the federal government's constitutional duty to consult Indigenous Peoples in the North is upheld.

CanNor's commitment to supporting the recovery, growth and development of the territorial economies is achieved in partnership with community leaders, Indigenous Peoples, business operators, industry representatives, and officials from different levels of government. By working together, we continue to make sure communities stay resilient, have opportunities to grow and prosper, and that we fulfil our commitments to Indigenous economic reconciliation.



Paula Isaak

President of the Canadian Northern
Economic Development Agency

Results at a glance

| What funds were used? (2021-22 Actual Spending) | Who was involved? (2021-22 Actual FTEs) |
|--|--|
| \$88,371,514 | 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 5-year roadmap to robust and inclusive economies across the Yukon, Northwest Territories, and Nunavut. 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 2021-22, CanNor continued to deliver economic development programming to Northerners including programs specifically for Indigenous community development in the Yukon, the Northwest Territories and Nunavut. CanNor invested in Indigenous and non-Indigenous entrepreneurs and businesses as they continued to spur innovation, promote sustainable growth, and cultivate a culture of entrepreneurship in the territories. 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 northern needs and realities.

With the roll-out of new and additional economic relief and recovery programs in fiscal year 2021-22, CanNor also continued to support northern businesses to manage the impacts of the COVID-19 pandemic. Targeted funding helped businesses adjust to shifting public health measures, while also facilitating the ongoing transition to post-pandemic operations. Across the territories, CanNor also continued to fund emerging and growing sectors. In 2021-22, an estimated \$8 million was provided to the tourism sector, alongside \$1.8 million to the agriculture sector, and \$3.5 million to the fisheries sector.

For more information on CanNor's plans, priorities, and results achieved, see the [Results: What we Achieved](#) section of this report.

Results: what we achieved

Economic Development in the Territories

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

CanNor's Departmental Results Framework reflects the Core Responsibility above, as well as the Departmental Results listed below. However, as the COVID-19 pandemic evolved throughout its second year, CanNor continued to focus on both its foundational economic priorities, as well as priorities related to advancing recovery. This included delivery of special time-limited programs to offer firms relief through the pandemic and spur recovery and growth. These programs were introduced through the Federal Budget 2021, and therefore after the release of CanNor's 2021-22 Departmental Plan. This report will discuss CanNor's continued relief and recovery-related programming in 2021-22 in an additional section underneath "Results" below.

Results:

Continued Relief and Recovery initiatives in response to COVID-19:

The introduction of vaccinations in December 2020, alongside other measures to combat the pandemic, led to a gradual loosening of public health restrictions across the country in 2021-22, including within the territories. As industry and government recovered from the initial impacts of the pandemic, emphasis was placed on adjusting operations to accommodate shifting public health measures, support a safe transition to post-pandemic operations, and manage residual impacts of the pandemic on supply chain, service availability, and other areas. As the pandemic abates, CanNor continues to foster economic recovery by addressing gaps and making investments that position the territories for inclusive growth.

CanNor's primary ongoing relief and recovery efforts were guided through new time-limited programs included in Budget 2021: the [Jobs and Growth Fund](#)ⁱⁱⁱ provided funding to northern businesses and organizations to help create jobs and position local economies for long-term growth, the [Canada Community Revitalization Fund](#)^{iv} aimed to help communities build and improve community infrastructure projects so they could rebound from the effects of the COVID-19 pandemic, and the [Tourism Relief Fund](#)^v supported tourism businesses and organizations to adapt operations to meet public health requirements while investing in future growth.

Through these three programs, CanNor delivered nearly \$6.5 million to nearly 50 projects throughout the territories, with emphasis placed on support to Indigenous-owned and tourism businesses, and enhancing shared public spaces, including:

- \$170,000 to the Dena Nezziddi Development Corporation, the economic development arm of the Ross River Dena Council in the Yukon, to support the Ross River Targeted Employment Readiness Initiative; a project that aims to build community capacity and increase participation in economic development opportunities in the area, creating jobs and positioning the First Nation for long-term growth.
- \$183,000 to the TSA Corporation, the economic development arm of the Lutsel K'e Dene First Nation in the Northwest Territories, to support construction of a multi-purpose community centre for local families, artisans, and tourists, while also serving as the entrance to Canada's newest national park – the Thaidene Nënë National Park Reserve.
- Over \$207,000 to the Hamlet of Whale Cove for the Sport and Recreation Facility Revitalization project to enhance and reopen shared public spaces, including the community hall, arena, and baseball field.

As part of the Tourism Relief Fund, in both the Yukon and the Northwest Territories, CanNor entered into 3rd party agreements for the delivery of funding for tourism operators. This model allowed operators to access funding from Territorial and Federal Governments through a single portal, reducing administrative burden and linking operators directly with industry supports.

- In the Yukon, CanNor provided \$519,000 through this fund to the Tourism Industry Association of the Yukon to fund Elevate 2.0, the territory's support program for tourism providers recovering from the pandemic. CanNor has co-funded the program in partnership with the Yukon Government, and to date it has funded over 40 owners and operators working to enhance and adapt their products and operations in response to COVID-19 requirements and evolving markets.
- In the Northwest Territories, CanNor provided \$800,000 to the Government of the Northwest Territories to support the territory's Tourism Restart Investment Program, which helps the sector adapt operations, upgrade infrastructure, and enhance training and marketing activities.

In Nunavut, CanNor provided Tourism Relief Funding directly to tourism operators, including \$110,000 to the community-owned enterprise Arctic Bay Adventures. The funding supports adapting operations through the purchase and deployment of specialized expedition gear to prepare for an anticipated post-COVID surge in adventure tourism while also ensuring continued adherence to public health protocols.

To further support the recovery of key sectors such as tourism, CanNor also provided \$2.27 million in relief funding through its regular programming, primarily via its flagship program [Inclusive Diversification and Economic Advancement in the North](#)^{vi} (IDEANorth), including nearly \$100,000 to the Inclusion Yukon Society for their Barrier-Free Tourism project, a partnership with local tourism businesses to improve accessibility of infrastructure and training. This includes encouraging businesses to adapt infrastructure (e.g., ramps, non-sighted guest

communication protocols, and visual alarm systems) to improve safety for all visitors as businesses prepare for a post-pandemic tourism surge. This funding also supports the operation of an accessible van for Inclusion Yukon to transport clients to various businesses.

Budget 2021 also introduced the [Regional Air Transportation Initiative](#),^{vii} a two-year program to support the air transportation sector by providing funding to eligible businesses and airports that directly contribute to regional air transportation. In the territories, airports are owned and operated by their respective territorial governments, and play a crucial role in local economic growth, the movement of goods and people, and helping to ensure access to food security and healthcare. In particular, this funding ensured that airports could remain operational and could adapt to new post-COVID-19 realities and requirements. In 2021-22, CanNor provided \$2.5 million through this initiative, including over \$1.12 million to the Government of Nunavut, over \$979,000 to the Government of the Northwest Territories, and more than \$395,000 to the Yukon Government.

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 short- and long-term economic growth and development.

In 2021-22, CanNor worked with Indigenous communities to increase their capacity to participate in and benefit from economic opportunities, strengthening the northern workforce and helping equip Northerners with the tools, skills, and experience needed to succeed now and into the future. Through the [Northern Aboriginal Economic Opportunities Program](#)'s^{viii} (NAEOP) [Community Readiness and Opportunities Planning](#)^{ix} (CROP) fund, CanNor provided over \$6.1 million in support of 35 projects throughout the territories to enhance economic infrastructure, increase employment, and improve conditions for community economic development. For example,

- In the Yukon, CanNor provided over \$1.7 million to First Kaska, the economic development arm of the Liard First Nations, to support their Mobile Equipment Operations project to help increase its capacity to participate in major road construction projects anticipated by the Yukon Government near Watson Lake.

- In the Northwest Territories, CanNor provided \$189,000 to the Tuktoyaktuk Community Corporation to undertake activities to improve community readiness, including implementing their Strategic Directions and Actions Plan, and conducting work related to the future construction of the Tuktoyaktuk Heritage and Cultural Centre.
- In Nunavut, CanNor provided over \$125,000 to the Qikiqtaaluk Corporation to support their multi-year Inshore Fisheries Resource Assessment and Bottom Mapping project, which will help fund the purchase and operation of a research-specific vessel, contributing to good jobs and supporting the development of sustainable fisheries.

The [Northern Adult Basic Education Program](#)^x (NABEP) is CanNor's post-secondary education support program designed to equip northern participants with the training needed to participate more fully in the labour market. Through this program, CanNor provided over \$4.5 million to Aurora College in the Northwest Territories, Nunavut Arctic College, and Yukon University, to enhance availability of culturally appropriate programs and courses in adult basic education to better serve working-age Indigenous Peoples and Northerners.

2021-22 marked the third year of CanNor's [Northern Isolated Community Initiatives](#)^{xi} (NICI) fund, whose different funding streams aim to enhance Indigenous and northern food security by supporting local, community-led projects that reduce dependence on the southern food industry. CanNor continues to work with federal and territorial partners under this five-year investment to promote a strong territorial food industry and reduce food insecurity. In 2021-22, CanNor provided over \$2.4 million for 29 projects, including;

- Nearly \$73,000 to Yukon Valley Farms to support the development of a mill building. Operation of the facility has allowed for local production of flour and other high-value products, like pancake and muffin mix, which is now being sold in stores.
- Nearly \$73,000 to the Délı̄ne Got'ı̄ne Government of the Northwest Territories to undertake preparatory work, including a feasibility study and site selection, for the establishment of a country foods processing facility in Deline. This project represents the start of a phased approach towards building and operating the facility, allowing for safe and local food processing in the Sahtu Region of the Northwest Territories.
- Nearly \$100,000 to the Qajuqturvik Food Centre in Iqaluit, Nunavut, to improve operations and continue to fight food insecurity by ensuring access to healthy food, as well as through community culinary education and engagement activities.

Departmental Result: Businesses are Developing in the Territories

In 2021-22, CanNor continued to support growth and expansion of northern small- and medium-enterprises by providing funding and advisory services to businesses and communities. CanNor programs are geared to business innovation and growth, as well as capacity building, and ultimately encourage a competitive and diverse northern business sector with a strengthened capacity for innovation.

The 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. The IDEANorth program 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 addition to relief and recovery funds flowed through IDEANorth in 2021-22 (highlighted above), the program also delivered over \$29 million to 76 projects across the territories, including nearly \$16 million towards 24 small-scale infrastructure projects, and over \$3.2 million towards 15 different projects supporting skills development and scale-up. These projects spanned a variety of northern industries and businesses, ranging from commercial infrastructure to capacity building and business expansion. Examples include:

- In the Yukon, CanNor provided nearly \$100,000 to the Yukon Timber Company, a company owned and operated by three Indigenous female entrepreneurs to fund the expansion of a forestry and firewood business, enabling growth and supporting renewable resources.
- Also in the Yukon, CanNor provided nearly \$20,000 to the Yukon Chocolate Company as part of a two-year project to support the purchase of a new production facility and equipment, thus creating, maintaining, and expanding 5 jobs, and increasing access to locally sourced food products in the territory.
- In the Northwest Territories, CanNor provided \$1.2 million to Arctic Canada Construction Ltd. as part of a two-year project to construct a plant for the production of modular buildings, allowing for local development of residential and commercial buildings to varying specifications, creating both local jobs and capacity and helping to address the region's housing deficit.
- Also in the Northwest Territories, CanNor delivered \$350,000 to the MakeWay Society to fund their EntrepreNorth initiative to deliver a pan-territorial business accelerator program for early-stage Indigenous entrepreneurs, supporting local economic diversification.

- In Nunavut, CanNor delivered \$1.5 million to the Baffin Fisheries Coalition, an Inuit-owned, for-profit business, to support a three-year project to build a new fishing trawler to harvest its Nunavut commercial fishery allocations.
- Also in Nunavut, CanNor provided \$765,000 to the Arctic Eider Society to support the development of renewable energy capacity for the expansion of a multipurpose community research centre in Sanikiluaq. This is part of a larger effort to create a protected area for the Belcher Islands Archipelago, and will result in the creation of approximately 20 new jobs.

CanNor also continues to work to bolster the diverse range of economic opportunities in the North, with particular support given to business scale-up and market expansion, regional innovation ecosystems, and development of emerging sectors. Through NAEOP's [Entrepreneurship and Business Development](#)^{xii} (EBD) fund, CanNor provided approximately \$4.5 million to 13 Indigenous-led projects. This includes \$3 million in funding to five Approved Service Delivery Partners, which in turn supported Indigenous businesses across the territories. Approved Service Delivery Partners are third-party Indigenous service providers with direct community linkages. CanNor's funding afforded these Indigenous partners greater capacity to cultivate a culture of Indigenous entrepreneurship and increase the number of sustainable Indigenous businesses. In the Northwest Territories, all EBD funding flowed through the NWT Metis-Dene Development Fund. This represented an investment of over \$1.2 million. The remainder of NAEOP-EBD funding was delivered directly by CanNor to applicants.

The Agency also delivers several programs common to all Regional Development Agencies.

The [Regional Economic Growth through Innovation](#)^{xiii} (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. Funding through this program flows through its Business Scale-up and Productivity stream, which helps businesses accelerate their growth and adopt innovative technologies, and the Regional Innovation Ecosystems stream, which helps create, grow and develop strong and inclusive regional networks to support business growth and innovation.

In 2021-22, CanNor supported a total of eight projects totalling more than \$1.1 million through this program, including the following projects:

- In the Yukon, CanNor provided nearly \$400,000 to Yukon University and an additional \$386,000 to the Yukonconstruct Makerspace Society to support the operations of both the Northlight Innovation Centre and the university's Innovation and Entrepreneurship Division, a regional accelerator housed within the Centre that fosters business growth and innovation to support entrepreneurs, start-ups and innovative companies with high-growth potential.

- In the Northwest Territories, nearly \$100,000 was provided to the Hay River-based company Brave Adventures Ltd. to expand local agricultural production by scaling up a potato farming operation from 30,000 lbs/year to 100,000 lbs/year, creating and maintaining 10 jobs.
- In Nunavut, \$75,000 was provided to Uqsiq Communications, a 100% Inuit-owned company in Iqaluit, to purchase three-dimensional printing and manufacturing technology, transforming the business into the territory's first and only full-service 3D service provider, serving both the public and private sectors.

The [Women Entrepreneurship Strategy](#)^{xiv} is a whole-of-government strategy that continues to work toward the goal of increasing the number of women-owned businesses in Canada. Through this fund, CanNor provided over \$415,000 to the Pauktuutit Inuit Women of Canada to support the development of an economic development strategy.

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

The mining sector is a major economic driver across the territories. It fosters growth in related sectors including industrial construction, communications, energy and transportation infrastructure, and commercial services. At CanNor, the [Northern Projects Management Office](#)^{xv} (NPMO) works with industry, northern governments, communities, Indigenous Peoples, 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 development projects. 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. As the Crown consultation coordinator for major projects in the territories, NPMO proactively advocates for meaningful Indigenous participation in the environmental and socio-economic assessment process. NPMO provides information and guidance to Indigenous organizations to assist them in their participation in the environmental assessment and regulatory review process. NPMO also provides advice to proponents on initiating early and meaningful engagement with Indigenous groups.

In 2021-22, through NPMO, CanNor coordinated the Government of Canada's participation in eight territorial environmental assessments; five in the Yukon, one in the Northwest Territories, and two in Nunavut. NPMO coordinated federal representation in these assessments, including liaising between proponents, federal decision-makers, Indigenous Peoples, and the territorial regulatory boards, as well as maintaining the record of Crown consultation for these projects. In 2021-22, both the Meliadine Reconsideration project, in Nunavut, and the Coffee Gold Mine project, in the Yukon, were approved to proceed following environmental assessments conducted both within legislated timelines and in adherence to consultation requirements.

As part of its role as a convener and pathfinder, in 2021-22 NPMO facilitated approximately 380 interactions with federal departments, industry proponents, regulatory boards and Indigenous groups, including participation in board-organized public hearings and technical meetings, and coordination of Crown consultation activities. This included co-chairing the Intergovernmental Working Group on the Northern Mineral Sector, which met five times over the year to advance the federal government's recovery agenda, including advancing the Mineral Exploration North of 60 tax credit, addressing critical minerals and supply chain impacts, and undertaking research into territorial infrastructure and investment.

NPMO also continues to provide advisory services and issues management to companies seeking guidance on northern regulatory processes. As COVID-19 health measures resulted in cancellations or modifications to several key annual events, NPMO coordinated and participated in a variety of virtual meetings with industry, regulators, and investors, including;

- Hosting an investment webinar with the Korea Resources Corporation in July 2021. Over 30 potential investors and Korean government staff participated;
- Coordinating meetings with a variety of companies and organizations currently operating in the territories, including Cheetah Resources in the Northwest Territories, Agnico-Eagle Minerals in Nunavut, and the Newmont Corporation in the Yukon; and
- Organizing the Mackenzie Valley Operational Dialogue, in collaboration with Northern Affairs Organization at CIRNAC, to convene stakeholders in the Northwest Territories to discuss shared priorities of simplifying the regulatory process for mineral exploration in the territory, while continuing to respect the role of regulatory boards and uphold federal and territorial consultation obligations.

Other activities to support CanNor's Core Responsibility:

Pilimmaksaivik

CanNor hosts [Pilimmaksaivik](#),^{xvi} the Federal Centre of Excellence for Inuit Employment in Nunavut. Pilimmaksaivik is responsible for coordinating a whole-of-government approach to building a representative federal public service in Nunavut, including upholding its commitment under Article 23 of the *Nunavut Agreement*. Pilimmaksaivik does this by reducing barriers for recruitment, designing and delivering training that is supportive of Inuit culture and values, and overseeing initiatives that support workplace wellness with an aim to increase Inuit representation across departments and agencies operating in Nunavut.

Currently, Inuit representation across the federal workforce in Nunavut is at 48%. Pilimmaksaivik continues to deliver on its mandate through intensive recruitment efforts such as the Inuksugait Resume Inventory, a platform for Nunavut Inuit to express interest and apply for work with the federal government.

Pilimmaksaivik also operates the [Inuit Learning and Development Program](#)^{xvii} (ILDP), 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. In 2021-22, the fourth cohort of the ILDP was selected from a record-high 99 applications. Training for the ILDP focuses on priority development areas and transferable skills, and input from applicants is continuously integrated into program design and delivery.

The recently renamed [Ilipallianiq Education Support Fund](#),^{xviii} overseen by Pilimmaksaivik, is currently providing funding to ten Inuit pursuing post-secondary studies that correlate with Government of Canada positions in Nunavut, connecting Inuit with more job opportunities within the federal government as a result. In 2021-22 one of these individuals obtained a Bachelor of Arts, and two more obtained Juris Doctor degrees.

Pilimmaksaivik also coordinates the Kittuaq Network (formerly known as the Inuit Employee Network), hosting quarterly meetings that include presentations from elders and Inuit leaders, as well as a designated workshop on promoting Post-Secondary Education where recipients of the Ilipallianiq Education Support Fund shared their own educational journeys. Pilimmaksaivik has also hosted and supported a variety of other initiatives, including, coordinating the Sivuliqtiurnimut Ilinniarniq Leadership Program in partnership with the Canada School of Public Service, and continuing to ensure employees have access to a variety of wellness supports to improve retention.

In addition, Pilimmaksaivik continues to organize training and cultural activities for federal employees to support the development of transferable skills across a variety of sectors. These include coordinating government-wide Inuit Qaujimagatuqangit Cultural Immersion Days and guided cultural learning events. In partnership with Employment and Social Development Canada, Pilimmaksaivik also conducted a needs assessment to support proposals to access the Nunavut Implementation Panel Article 23 Training Fund, hosting 8 virtual focus groups over 2021-22, with the aim of informing future training and mentorship programming for Inuit.

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, with a focus on advancing Indigenous-led economic development, and by serving as a voice for northern needs in federal processes.

In 2021-22, CanNor's Policy Division participated in a variety of fora to support other federal departments, advisory committees, territorial governments, and Indigenous organizations to advance the Government of Canada's priorities and federal policy initiatives in the territories. CanNor continued to raise awareness of the need to close the connectivity gap in the territories, including participating in a panel discussion on the issue at the 2021 Arctic Development Expo.

CanNor's Policy Division also plays a leadership role in the rural working group for the Organization for Economic Co-operation and Development (OECD), ensuring that territorial perspectives are represented in the Canadian case study for rural innovation. In 2021-22, CanNor policy organized virtual missions with northern stakeholders.

CanNor also supports other Government of Canada departments and agencies by sharing northern-based knowledge and expertise. This includes active participation in the Inuit-Crown Partnership Committee, a co-chair role within an economic working group under that Committee, and work undertaken to survey federal supports in place for Inuit economic development as part of broader implementation work being done for the Inuit Nunangat Policy. Under a shared minister, CanNor also worked closely with the Northern Affairs Organization of Crown-Indigenous Relations and Northern Affairs Canada to provide support for the implementation of the Arctic and Northern Policy Framework and to help advance broader Government of Canada commitments, including economic reconciliation.

In 2022, CanNor also released its [Evaluation report of the Northern Adult Basic Education Program](#),^{xix} which concluded that there is a continued ongoing need for Adult Basic Education services in the territories. CanNor will continue to work with federal and territorial partners ensure Northerners have access to skills programming to prepare for the jobs of today and tomorrow. Consequently, agreements under NABEP are being renewed for one additional year to address skills gaps that exist in the territories and support the employability of working age Northerners by providing access to targeted basic education training.

Gender-based Analysis Plus

In 2021-22, CanNor continued to implement the GBA Plus Action Plan, focusing on development of internal GBA Plus tools and resources tailored to the Agency's functional areas.

CanNor continued providing COVID-19 relief programming to support small-and medium-sized businesses in the territories. CanNor leveraged both program data and external data from Statistics Canada and Women and Gender Equality Canada to address gaps and target investments toward sectors and businesses with higher concentrations of disproportionately-impacted diverse groups, including Indigenous Peoples and communities, as well as women, and youth.

CanNor works with Statistics Canada to obtain disaggregated data to inform decision-making to advance GBA Plus goals. CanNor's results and delivery mechanisms continue to be strengthened to better report on GBA Plus outcomes.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

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

IDEANorth makes foundational investments in economic infrastructure, sector development and capacity building to help position Northerners in the territories to take advantage of Canada's innovation economy. Under IDEANorth, CanNor invested over \$31 million across the territories in 2021-22. Investment in these various projects helped to create and maintain jobs and economic opportunities to further these sustainable development goals, contributing towards:

- **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.

- **SDG #2** – *[The ensuring of] zero hunger.*

More specifically, CanNor's investments contributed towards SDG # 2.4, ensuring sustainable food production systems and implementing resilient agricultural practices that increase productivity and production, that help maintain ecosystems, and that strengthen capacity for adaptation to climate change.

Experimentation

In 2021-22, CanNor announced [nine projects](#)^{xxi} from across the territories that were selected to enter into Phase 1 of the [Northern Food Innovation Challenge](#).^{xxii} This challenge supports community-led projects for local and Indigenous food production, transformation, transportation and distribution to help enhance food security in the territories, with the goal of spurring innovation and highlighting new techniques.

As part of the Northern Isolated Communities Initiative program, this experimental initiative constitutes a new approach to addressing socio-economic challenges, and represents an investment of over \$2 million from the Government of Canada in food security, starting in 2021-22. Of the nine projects, five are located in Nunavut, two in the Northwest Territories, and two in the Yukon.

These projects focus on different aspects of northern food insecurity and use innovative, community-driven solutions to address a variety of long-standing issues. These projects include testing emerging sectors for northern food production; providing financial support to hunters; creating new storage and processing facilities; training people in communities with new skills in

harvesting, processing, and distribution; and creating new models for sharing traditional food knowledge. The Challenge is progressing towards Phase 2, where up to three successful participants will be provided with up to \$1 million each to fund the further development of their respective projects. CanNor has organized an Advisory Committee comprised of Indigenous and non-Indigenous representatives from northern industry, academia, and government, to assist with the development and assessment of the projects.

Results achieved

The following table shows, for Economic Development in the Territories, the results achieved, the performance indicators, the targets and the target dates for 2021–22, 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 | 2019–20 actual results | 2020–21 actual results | 2021–22 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: 67.9% Indigenous: 58.4% | Women: 65.8% Indigenous: 53.0% | Women: 66.9% Indigenous: 59.5%** |
| | Amount leveraged per dollar invested in community projects in the territories | 1.25 | March 31, 2022 | 2.59 | 1.21 | 3.22 |
| Business are developing in the territories | Number of businesses by business locations in the territories | 4,425 | March 31, 2022 | 4,367 | 4,348 | 4,163 (4% decrease from 2020-21)*** |
| | Number of investments in clean tech projects supported by CanNor in the territories | 15 | March 31, 2022 | 14 | 12 | 17 |
| 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, 2022 | 29 | 21 | 42 |
| | Percent of environmental assessments in the Territories that are completed within the scheduled time frame | 100% | March 31, 2022 | 100% | 100% | 87.5%**** |

* 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%.

** Although Indigenous labour participation has increased since 2020-21, it is still below the national average at the time the target was set. Statistics Canada indicates the COVID-19 pandemic affected employment of Indigenous Peoples, and the employment recovery of Indigenous Peoples has been slower than non-Indigenous peoples.

*** This decrease may reflect business closures caused by the COVID-19 pandemic. Statistics Canada reported a nationwide decrease in the number of active businesses. In the territories, the following sectors experienced a significant decrease in the number of active businesses over the past year: accommodation and food services, mining and mining support businesses, and construction.

**** NPMO worked on a total of eight environmental assessments over 2021-22. The Kudz Ze Kayah decision in the Yukon was delayed beyond legislated timelines due to both the pandemic and extended consultations and engagement with the First Nations and the Proponent.

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

Budgetary financial resources (dollars)

The following table shows, for economic development in the territories, budgetary spending for 2021–22, as well as actual spending for that year.

| 2021–22 Main Estimates | 2021–22 planned spending | 2021–22 total authorities available for use | 2021–22 actual spending (authorities used) | 2021–22 difference (actual spending minus planned spending) |
|---------------------------|-----------------------------|---|--|---|
| 73,066,784 | 73,066,784 | 85,043,343 | 80,292,203 | 7,225,419 |

The difference between actual and planned spending is mainly due to additional funding received in Budget 2021 to address the economic impact of the COVID-19 global pandemic, delivered through the Canada Community Revitalization Fund, the Tourism Relief Fund, and the Jobs and Growth Fund. Financial, human resources and performance information for the Canadian Northern Economic Development Agency's Program Inventory is available in [GC InfoBase](#).^{xxiv}

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

| 2021–22 planned full-time equivalents | 2021–22 actual full-time equivalents | 2021–22 difference (actual full-time equivalents minus planned full-time equivalents) |
|--|---|--|
| 89 | 79 | (10) |

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](#).^{xxv}

Internal services

Description

Internal services are 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 refer 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 of a department or agency. 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 2021-22, CanNor's Communications team 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 funding programs. In addition, a robust social media plan and accessible web content facilitated outreach to potential proponents for CanNor's 2022-23 Expression of Interest process, launched in late 2021.

Work continues on CanNor's Strategic Human Resources Plan, which will support the Agency's expanding program requirements. 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, and is currently developing its first ever Diversity and Inclusion Strategy. CanNor's Human Resources team also launched the 4th year of the CanNor Inuit Talent Management Process, including hosting new training sessions for managers and facilitating the first ever career fair to showcase available career options and assist in the development of talent management plans for CanNor's Inuit employees.

Additionally, after a delay in 2020-21 due to COVID-19, progress has resumed in improving cloud-based technology adoption, network connectivity, infrastructure, and performance in the Agency headquarters and regional offices. Through collaboration with partner departments,

including Shared Services Canada and Crown-Indigenous Relations and Northern Affairs Canada, the satellite bandwidth for CanNor's headquarters was also increased.

In 2021, CanNor's Finance division continued to implement the Agency's Account Verification Framework, which includes a Post-Payment Verification Plan. Results from this framework have helped inform plans for managerial training and for CanNor's administrative network.

Finally, CanNor's work continues on setting up a new physical space for Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, to enhance public accessibility. This project is currently in the design and development stage of the new space, and is on track to be in service by March 2024.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

| 2021–22 Main Estimates | 2021–22 planned spending | 2021–22 total authorities available for use | 2021–22 actual spending (authorities used) | 2021–22 difference (actual spending minus planned spending) |
|---------------------------|-----------------------------|---|--|---|
| 6,483,917 | 6,483,917 | 6,917,620 | 8,079,311 | 1,595,394 |

The difference between actual and planned spending is mainly due to the adjustments between core responsibility and internal services cost centres.

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

| 2021–22 planned full-time equivalents | 2021–22 actual full-time equivalents | 2021–22 difference (actual full-time equivalents minus planned full-time equivalents) |
|--|---|--|
| 31 | 30 | 1 |

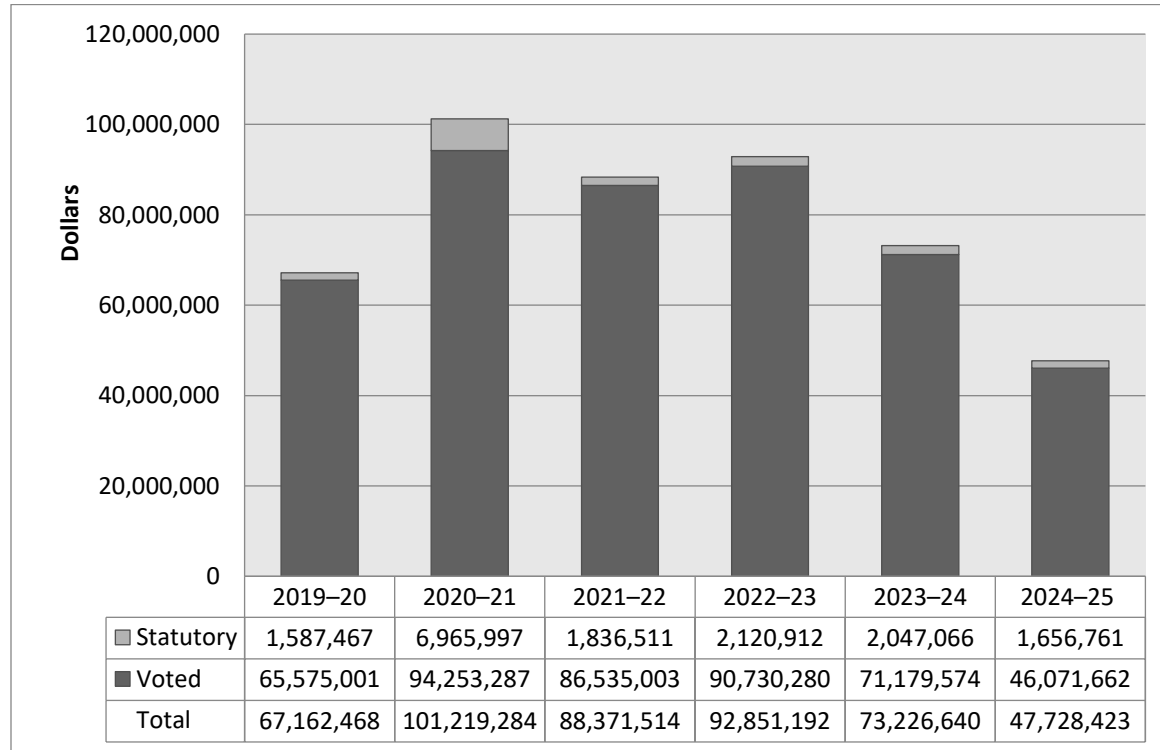
The difference between actual and planned full-time equivalents is mainly due to the hiring or replacement of a lower number of full-time equivalents, than originally planned.

Spending and human resources

Spending

Spending 2019–20 to 2024–25

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



In 2021–22, actual expenditures reflect additional funding to address the economic impact of the COVID-19 global pandemic, delivered through the Canada Community Revitalization Fund, the Tourism Relief Fund, and the Jobs and Growth Fund. Increases in spending from 2019-20 through 2021-22 were due to Budget 2019 supplementary funding for IDEANorth and time-limited funding for the Northern Isolated Community Initiatives (NICI) fund, as well as Budget 2021 measures mentioned above.

The decrease in planned spending between 2022-23 and 2023-24 is primarily due to the scheduled sunset of the Jobs and Growth Fund, the Northern Adult Basic Education Program, Women Entrepreneurship Strategy, Regional Economic Growth through Innovation, and the Inuit Impact-Benefit Agreement with the Qikiqtani Inuit Association. A further decrease in planned spending in 2024-25 is mainly due to scheduled sunset of IDEANorth supplementary funding and NICI time-limited funds.

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

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Canadian Northern Economic Development Agency’s core responsibilities and for internal services.

| Core responsibilities and internal services | 2021–22 Main Estimates | 2021–22 planned spending | 2022–23 planned spending | 2023–24 planned spending | 2021–22 total authorities available for use | 2019–20 actual spending (authorities used) | 2020–21 actual spending (authorities used) | 2021–22 actual spending (authorities used) |
|---|------------------------|--------------------------|--------------------------|--------------------------|---|--|--|--|
| Economic Development in the Territories | 73,066,784 | 73,066,784 | 86,132,880 | 66,508,328 | 85,043,343 | 59,410,413 | 92,172,174 | 80,292,203 |
| Subtotal | 73,066,784 | 73,066,784 | 86,132,880 | 66,508,328 | 85,043,343 | 59,410,413 | 92,172,174 | 80,292,203 |
| Internal services | 6,483,917 | 6,483,917 | 6,718,312 | 6,718,312 | 6,917,620 | 7,752,055 | 9,047,110 | 8,079,311 |
| Total | 79,550,701 | 79,550,701 | 92,851,192 | 73,226,640 | 91,960,963 | 67,162,468 | 101,219,284 | 88,371,514 |

Economic Development in the Territories and Internal Services experienced the greatest variability in actual, forecast and planned spending relevant to the current planning year, largely as a result of the additional funding measures announced in Budget 2019 and Budget 2021 of up to \$24.7 million through 2022–23, and \$22.7 million in 2023–24.

Economic Development in the Territories reflects an additional \$37.3 million in forecast spending in 2021–22 to address the economic impact of the COVID-19 global pandemic, as well as a portion of the funding measures announced in the Fall Economic Statement released in November 2020 (\$1.9 million) to come into effect in 2022-23. This increase is offset slightly by the sunseting of NABEP (\$4.9 million), and other decreases in funding initiatives.

2021–22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021–22.

| Core responsibilities and internal services | 2021–22 actual gross spending | 2021–22 actual revenues netted against expenditures | 2021–22 actual net spending (authorities used) |
|---|-------------------------------|---|--|
| Economic Development in the Territories | 80,292,203 | 0 | 80,292,203 |
| Subtotal | 80,292,203 | 0 | 80,292,203 |
| Internal services | 8,079,311 | 0 | 8,079,311 |
| Total | 88,371,514 | 0 | 88,371,514 |

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Canadian Northern Economic Development Agency’s core responsibilities and to internal services.

Human resources 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 planned full-time equivalents | 2021–22 actual full-time equivalents | 2022–23 planned full-time equivalents | 2023–24 planned full-time equivalents |
|---|--------------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| Economic Development in the Territories | 73 | 80 | 89 | 79 | 94 | 91 |
| Subtotal | 73 | 80 | 89 | 79 | 94 | 91 |
| Internal services | 26 | 29 | 31 | 30 | 34 | 31 |
| Total | 99 | 109 | 120 | 109 | 128 | 122 |

Actual, forecast and planned full-time equivalents are expected to increase by up to 22 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.

Expenditures by vote

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

Government of Canada spending and activities

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

Financial statements and financial statements highlights

Financial statements

The Canadian Northern Economic Development Agency's [financial statements](#)^{xxviii} (unaudited) for the year ended March 31, 2022, are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

| Financial information | 2021–22 planned results | 2021–22 actual results | 2020–21 actual results | Difference (2021–22 actual results minus 2021–22 planned results) | Difference (2021–22 actual results minus 2020–21 actual results) |
|--|-------------------------------|---------------------------|---------------------------|---|---|
| Total expenses | 77,101,878 | 79,114,701 | 97,928,136 | (2,012,823) | (18,813,435) |
| Total revenues | 0 | 0 | 15 | 0 | (15) |
| Net cost of operations before government funding and transfers | 77,101,878 | 79,114,701 | 97,928,121 | (2,012,823) | (18,813,420) |

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022
(dollars)**

| Financial information | 2021–22 | 2020–21 | Difference (2021–22 minus 2020–21) |
|-------------------------------------|-------------|-------------|--|
| Total net liabilities | 36,971,943 | 26,411,551 | 10,560,392 |
| Total net financial assets | 35,499,227 | 24,801,400 | 10,647,827 |
| Departmental net debt | 1,472,717 | 1,610,151 | (137,434) |
| Total non-financial assets | 92,134 | 122,374 | (30,240) |
| Departmental net financial position | (1,380,583) | (1,487,777) | (107,194) |

The 2021–22 planned results information is provided in [CanNor’s Future-Oriented Statement of Operations and Notes, 2021–22](#).^{xxix}

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

Institutional head: Paula Isaak, President

Ministerial portfolio: Canadian Northern Economic Development Agency

Innovation, Science and Economic Development Canada (April 2021- November 2021)

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

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 [Canadian Northern Economic Development Agency's website](#).

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

Operating context

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

Reporting framework

CanNor's Departmental Results Framework and Program Inventory of record for 2021–22 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](#).^{xxxiii}

Supplementary information tables

The following supplementary information tables are available on the Canadian Northern Economic Development Agency's website:

- ▶ [Reporting on Green Procurement](#)^{xxxiv}
- ▶ [Details on transfer payment programs](#)^{xxxv}
- ▶ [Gender-based analysis plus](#)^{xxxvi}
- ▶ [Response to parliamentary committees and external audits](#)^{xxxvii}
- ▶ [Up-front multi-year funding](#)^{xxxviii}

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](#).^{xxxix} 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 Plus of tax expenditures.

Organizational contact information

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Telephone: 1-855-897-2667

Email: infonorth-infonord@cannor.gc.ca

Website: [Canadian Northern Economic Development Agency Website](#)^{xl}

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 Plus) (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: 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 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. Jobs and Growth Fund,
<https://www.cannor.gc.ca/eng/1626088661324/1626088710357>
- iv. Canada Community Revitalization Fund,
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- v. Tourism Relief Fund – in the territories,
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- vi. Inclusive Diversification and Economic Advancement in the North (IDEANorth),
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- vii. Regional Air Transportation Initiative: Overview,
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- viii. Northern Aboriginal Economic Opportunities Program (NAEOP),
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- xii. Entrepreneurship and Business Development (EBD) fund,
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- xx. United Nations 2030 Sustainable Development Goals (SDGs),
<https://sdgs.un.org/goals>
- xxi. Northern Food Innovation Challenge Phase 1 Participants,
<https://www.cannor.gc.ca/eng/1642707319755/1642709103785>
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- xxiii. GC InfoBase,
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- xxiv. GC InfoBase,
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- xxxiii. GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxiv. Reporting on Green Procurement
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- xxxv. Details on transfer payment programs
<https://www.cannor.gc.ca/eng/1663160726568/1663160746633>
- xxxvi. Gender-based analysis plus
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