

# Polar Knowledge Canada's 2024-25 Departmental plan

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## From the Minister

Polar Knowledge Canada's 2024-25 Departmental Plan serves as a guide for parliamentarians and Canadians, outlining how the agency plans to advance Canada's knowledge of the Arctic, strengthen Canadian leadership in polar science and technology, and promote the development and distribution of knowledge of other circumpolar regions.

Headquartered at the Canadian High Arctic Research Station in Cambridge Bay, Nunavut, Polar Knowledge Canada will continue to play a pivotal role in fostering resilient Arctic and Northern communities, enhancing economic opportunities, promoting environmental stewardship, and improving the quality of life for Northerners.

In 2024-25, Polar Knowledge Canada will continue to operate with a strong focus on local and international collaboration enabling the organization to foster knowledge mobilization, outreach, and capacity-building activities. Our collaborative efforts extend beyond organizational boundaries as we work closely with Indigenous organizations, governments, academic institutions, and domestic and international research networks.

As a research-based organization, Polar Knowledge Canada aims to incorporate Indigenous, local, and scientific knowledge in our program delivery. We believe that Northern and Indigenous-grown ideas and innovations are key to a vibrant, prosperous, and sustainable future for Arctic and Northern regions.

Additionally, Polar Knowledge Canada will bring together scientists, researchers, and knowledge holders with a special focus on empowering Indigenous youth. By providing Arctic, Northern, and Indigenous students with training and opportunities for participation in projects led and funded by Polar Knowledge

Canada, we will inspire a new generation of Northern researchers and contribute to strengthen Northern and Indigenous leadership in the fields of science and technology.

I am honoured to have Polar Knowledge Canada in my portfolio and eagerly anticipate contributing to the ongoing progress of this crucial mandate in the North and Arctic regions.

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



## From the Institutional head

As we commence 2024-25, I am excited to share Polar Knowledge Canada's vision and plans for the coming fiscal year. Working together and exchanging knowledge with a foundation of mutual respect is a potent synergy, and it has continued to define our operational approach.

Polar Knowledge Canada works to strengthen Canadian leadership in polar science and technology, with a mandate to advance knowledge of the Arctic to improve economic opportunities, environmental stewardship, and the quality of life of Northern and Arctic communities. From the Canadian High Arctic Research Station in Cambridge Bay, Nunavut, Polar Knowledge Canada strives to both conduct and fund research with real-world impacts.

In 2024-25, we will dedicate efforts to strengthening existing relationships and building new ones with the goal of both fostering an environment of trust and mutual understanding and increasing collaboration and knowledge sharing. By prioritizing the principles of respect, integrity, and co-development, Polar Knowledge Canada is fostering a more inclusive and effective approach to its work, acknowledging the unique knowledge and perspectives that Indigenous communities bring to polar research and activities. This approach aligns with broader efforts globally to promote more equitable and respectful partnerships.

Additionally, Polar Knowledge Canada will continue to work on increasing opportunities for Inuit, in accordance with our commitments under Article 23 of the *Nunavut Agreement*. In 2024-25, Polar

Knowledge Canada will continue with a review of its internal policies and procedures to create a workplace more consistent with the realities of working in the North. We aim to identify and prioritize the changes needed to make the Government of Canada an employer of choice in Canada's North.

Polar Knowledge Canada will continue to provide leadership in the North and Arctic through the creation and mobilization of polar science and technology, northern engagement, and by addressing the challenges of our dynamic polar regions.

Since moving to Cambridge Bay, I have had the privilege of calling Nunavut my home. I have learned a great deal about humanity and humility and been profoundly touched in so many ways by the deeply rooted values that guide how people treat each other. Inuuqatigiitsiarniq: respecting others, relationships and caring for people, Tunnganarniq: fostering good spirits by being open, welcoming, and inclusive, and Pijitsirniq: serving and providing for family and community. I have no doubt that by continuing to work together and supporting each other, we will remain strong and steadfast in meeting our mandate and mission.

As President and Chief Executive Officer, I am pleased to present Polar Knowledge Canada's 2024-25 Departmental Plan.

Jennifer C. Hubbard, President and Chief Executive Officer, Polar Knowledge Canada



## Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- [Polar Science and Knowledge](#)
- [Internal services](#)

### Polar Science and Knowledge

#### **In this section**

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)

- Plans to achieve results
- Key risks
- Snapshot of planned resources in 2024-25
- Related government priorities
- Program inventory

#### *Description*

Polar Knowledge Canada is Canada's polar science agency operating out of the world-class Canadian High Arctic Research Station campus in Cambridge Bay, Nunavut. Polar Knowledge Canada performs and publishes multi-disciplinary polar research. Through our grants and contributions program, we fund external partners such as academia, northern communities and organizations who conduct research and related projects. Polar Knowledge Canada aims to include Indigenous and local knowledge wherever possible and increase domestic and international research coordination and collaboration by leveraging resources with partners. Through workshops, conferences, social media, and other tools, Polar Knowledge Canada shares and promotes the exchange of knowledge across polar scientific and policy communities and the general public. Throughout all of its core activities, Polar Knowledge Canada aims to fund and train the next generation of polar research personnel, with a focus on northern youth.

#### *Quality of life impacts*

Polar Knowledge Canada contributes to the [environmental sustainability indicators](#) in several ways:

- Polar Knowledge Canada is dedicated to enhancing waste and wastewater treatment through the testing and adoption of new and emerging technologies like the [Bioelectrochemical anaerobic sewage treatment system](#). These innovations aim to reduce waste, promote sustainable practices, and alleviate pressure on waste management systems while improving water quality.
- Polar Knowledge Canada advances knowledge of dynamic northern and arctic terrestrial, freshwater, and marine ecosystems to safeguard Canadian biodiversity amidst the challenges of rapid climate change. Through its partnership with the Canadian Museum of Nature, the agency will continue to conduct research on:
  - the impacts of climate change on population dynamics and the abundance cycles of small mammals and the impact on other wildlife;
  - the vulnerability of northern and arctic plant species with different life history traits and flowering times in a warming climate; and,
  - the establishment of baseline data on marine biodiversity and distribution, specifically arctic fish, and seaweed.
- Polar Knowledge Canada conducts research and development for clean energy, cold climate technologies, and infrastructure solutions for remote Northern and Arctic communities.

In addition, through its efforts to advance reconciliation with Indigenous Peoples and take action to reduce inequality, Polar Knowledge Canada makes progress on [positive perceptions of diversity](#).

The organization also seeks to build capacity for community-based monitoring and northern-led research among Indigenous and local knowledge holders, while incorporating Indigenous Knowledge into scientific findings. Partnerships with Inuit Tapiriit Kanatami and the Gwich'in Tribal Council are

being renewed to further these goals. In addition, Polar Knowledge Canada's Grants and Contributions program advances knowledge mobilization that aligns with the agency's [Science and Technology Framework](#), providing funding to Northern and Indigenous community-led research in each of the regions of Canada's North, and among Inuit, First Nations and Métis Peoples.

#### *Results and targets*

The following tables show, for each departmental result related to Polar Science and Knowledge, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024-25.

Table 1: Indicators, results, and targets for departmental result "Canada's polar science and technology research is publicly available and being applied".

Indicator	2020-2021 result	2021-2022 result	2022-2023 result	Target	Date to achieve
Percentage of research publications led or supported by Polar Knowledge Canada that are available online to the Canadian public	60%	83%	45%	30%	March 31, 2025
Number of citations of research led or supported by Polar Knowledge Canada	439	91	188	At least 100	March 31, 2025

Table 2: Indicators, results, and targets for departmental result "Canada's arctic science includes Indigenous local knowledge".

Indicator	2020-2021 result	2021-2022 result	2022-2023 result	Target	Date to achieve
Percentage of arctic research projects led or supported by Polar Knowledge Canada that include Indigenous or local knowledge	94%	47%	81%	90%	March 31, 2025
Percentage of arctic projects led or supported by Polar Knowledge Canada that involve Northerners	100%	69%	78%	90%	March 31, 2025

Table 3: Indicators, results, and targets for departmental result “Canada fosters domestic and international knowledge exchange and partnerships in polar science”.

Indicator	2020-2021 result	2021-2022 result	2022-2023 result	Target	Date to achieve
Number of knowledge exchange activities or initiatives led or supported by Polar Knowledge Canada	344	217	716	At least 100	March 31, 2025
Percentage of leveraged investment by Polar Knowledge Canada-supported projects	48%	66%	103%	100%	March 31, 2025
Percentage of projects led by Polar Knowledge Canada that involve external partners	60%	45%	81%	75%	March 31, 2025

Table 4: Indicators, results, and targets for departmental result “The next generation of Canadian polar researchers is developed”.

Indicator	2020-2021 result	2021-2022 result	2022-2023 result	Target	Date to achieve
Percentage of Polar Knowledge Canada-led or supported projects that involve youth or early career researchers	100%	62%	62%	80%	March 31, 2025

The financial, human resources and performance information for Polar Knowledge Canada’s program inventory is available on [GC InfoBase](#).

#### *Plans to achieve results*

#### **Result: Canada’s polar science and technology research is publicly available and being applied**

In 2024-25, Polar Knowledge Canada will continue to strengthen research collaboration both locally and internationally and ensure research outcomes are shared and accessible. It will communicate and promote polar research through a variety of ways, such as domestic and international conference participation and publications, technical reports, Polar Knowledge Canada’s Arctic on-line journal, [Aqhaliat](#), and other platforms. Additionally, Polar Knowledge Canada will continue to develop educational resources for youth related to the agency’s research priorities and broader mandate.

Polar Knowledge Canada will advance its internal data management architecture and supporting policies and procedures. The information that is shared will be informed by and include, as appropriate, both Indigenous and local knowledge, as well as scientific data that supports evidence-based decision-making and policy development.

**Result: Canada's Arctic science includes Indigenous and local knowledge**

In 2024-25, Polar Knowledge Canada will ensure through its Grants and Contributions programs that science and Indigenous Knowledge are integrated into the research that it supports and funds across each of Canada's northern regions, among Inuit, First Nations, Métis, territorial, provincial, and academic research collaborators, among others.

The agency is actively working to increase northern, arctic, and Indigenous project leadership by updating both evaluation criteria for funding proposals to incentivize leadership training and inclusion, and research approaches that are in-step with Indigenous research priorities and protocols.

Polar Knowledge Canada will also continue to implement its Inuit Employment Plan to support the increase of Nunavut Inuit employees at its headquarters in Cambridge Bay and across the Territory by reducing employment barriers for Inuit. Polar Knowledge Canada will also support the development of new and existing Inuit employees with guidance from its Inuit Advisory Council and ensure the retention of Inuit employees through the creation of onboarding programs and improvements to policies, practices, and procedures.

**Result: Canada fosters domestic and international knowledge exchange and partnerships in polar science and technology**

In 2024-25, Polar Knowledge Canada will continue to conduct research and monitoring activities in the areas of climate science, permafrost, ecology, ecosystems, and biodiversity through collaboration with academic, national, international, and Indigenous governments and organizations. The agency will support research and monitoring to better understand factors influencing wildlife health and environmental changes that affect food security and community wellness, in the North and Arctic.

Polar Knowledge Canada will build on its work to advance clean energy, cold climate technologies, and infrastructure solutions for remote Northern and Arctic communities. It will also continue to conduct, fund, and provide in-kind support to foster domestic and international knowledge exchange in Arctic science and technology at the Canadian High Arctic Research Station.

As the Government of Canada's leader in progressing Canada's position in Arctic science and knowledge mobilization, Polar Knowledge Canada will begin work in 2024-25 on planning national contributions for the 5<sup>th</sup> International Polar Year, set to occur in 2032-33. Polar Knowledge Canada is well placed to facilitate contributions across the diverse areas of research expertise in Arctic science, by supporting the coordinated efforts of Canadian researchers and Indigenous Knowledge holders in order to achieve major breakthroughs during the International Polar Year.

In addition, through Polar Knowledge Canada's Knowledge Management and Engagement team, the Polar Knowledge Canada Speaker Series, webinars, Knowledge Sharing Symposia, and other knowledge products such as Infosheets, the agency will foster the knowledge exchange between visiting domestic

and international Arctic researchers at the Canadian High Arctic Research Station and the community of Cambridge Bay, as well as across the Arctic and for all Canadians.

**Result: The next generation of Canadian polar researchers is developed**

In 2024-25, Polar Knowledge Canada will continue to promote interest in polar science and technology opportunities through support to external partners for science and technology projects and capacity-building initiatives involving early career researchers. The agency will also continue to develop youth interest in polar science and research by expanding and developing science and technology programming, engaging youth in science-based activities, and working with key partners on activities geared towards youth.

Polar Knowledge Canada will support early career researchers by awarding grants through the Northern Scientific Training Program, northern resident awards, scholarships, and fellowships for post-doctoral and visiting researchers to undertake research projects at Northern research institutions.

*Key risks*

Polar Knowledge Canada operates in a complex and dynamic environment where various risks can impact its ability to carry out polar science and knowledge activities effectively. These risks span different areas, including operational, relationship and reputational, social-economic, and geopolitical risks.

Much of Polar Knowledge Canada's operations and planned activities rely on collaboration and partnerships with other federal organizations, the Territories, Northern and Indigenous organizations and communities, and academia. These relationships include specific obligations outlined in treaties and self-government agreements, signed memoranda of understanding with Indigenous governments and organizations, service agreements with other federal organizations, and others.

There is a risk that Polar Knowledge Canada will be unable to complete planned activities due to dependency on inputs from other organizations over which Polar Knowledge Canada has limited control. With the transfer of administration of the Canadian High Arctic Research Station to Polar Knowledge Canada, there is a risk of being unable to fully operationalize the research station without adequate long-term funding. Should these risks materialize, important partners, particularly Indigenous groups and communities, may perceive Polar Knowledge Canada as not fulfilling its commitments.

Polar Knowledge Canada will mitigate these relationship, reputational, and operational risks by:

- Involving and supporting community participation early, and in every stage of projects that impact them;
- Communicating Polar Knowledge Canada's commitments under memoranda of understanding with Indigenous partners, and taking meaningful action to implement these commitments;
- Developing a multi-year Real Property Strategy, and defining and seeking long-term financial requirements to fully operationalize the Canadian High Arctic Research Station's infrastructure; and,
- Addressing internal capacity challenges through timely recruitment including the ongoing implementation of its Inuit Employment Plan to attract, develop, and retain Inuit talent, as well as increasing recruitment of Indigenous Peoples and Northerners from across the Arctic and the North.



### *Snapshot of planned resources in 2024–25*

- Planned spending: \$24,929,010
- Planned full-time resources: 51

### *Related government priorities*

Gender-based analysis plus

Polar Knowledge Canada considers and applies gender-based analysis plus lenses in its policy and decision-making and prioritizes an approach that specifically focuses on Inuit to support its mandate as a Northern organization operating in Nunavut.

### **Inuit Employment**

Polar Knowledge Canada will continue to foster opportunities for applicants who self-identify as Inuit under the *Nunavut Agreement*, to increase Inuit representation. In partnership with Northern communities and Indigenous partners, the Canadian High Arctic Research Station will continue to engage with local labour pools to identify qualified candidates for science and policy-focused positions. Through this commitment, the Canadian High Arctic Research Station will work to meet stakeholder and Indigenous partners' expectations in delivering more employment opportunities for Northern residents and boosting economic development in the North, through support for local businesses and organizations.

### **Indigenous participation and engagement**

GBA Plus analysis is a key tool to support improvements in both Polar Knowledge Canada's programs, operations, and internal services. Specifically, to increase Indigenous participation, Polar Knowledge Canada commits to:

- providing in-kind and financial support to research projects that include Indigenous Knowledge and/or local knowledge;
- prioritizing funding to projects with demonstrated Northern, Arctic, and Indigenous leadership and/or partnership;
- encouraging and facilitating engagement between researchers at the Canadian High Arctic Research Station with Northern, Arctic, and community decision-makers; and,
- working with local Inuit leadership and elders to support local and integrated decision making on research planning in the areas around the Canadian High Arctic Research Station and across the North.

### **Youth engagement and education**

To increase the number of youths pursuing polar science and technology-related careers, Polar Knowledge Canada commits to:

- providing support for science camps and programs in northern and Arctic communities, including STEM (science, technology, engineering, and math) programs;
- supporting visiting researcher engagements for schools and community members; and,
- making available educational tools (including maps of the polar regions) to support curriculum development.

Furthermore, GBA Plus integration will continue to be undertaken on all Treasury Board Submissions, Cabinet documents, budget submissions, and in policy and program architecture and implementation.

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

Polar Knowledge Canada supports [Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture](#) by exploring the connections between northern community wellness and environmental health, including how changes in the environment affect food security. The Science and Technology program's [One Health](#) priority undertakes community-led research on abundance and diversity of country foods (such as caribou, muskox, etc.) and their predators—including their habitats and how these changes affect food security and wellness. Additionally, the program supports research on diseases in northern wildlife, including impacts on country foods. This research enhances understanding of the effects of climate change on community wellness.

Polar Knowledge Canada is working to achieve [Sustainable Development target 4.7: Promote knowledge and skills for sustainable development](#) by promoting research opportunities for Canadians, Indigenous Peoples, international collaborators, and most notably for Northern and Arctic communities through grants and contributions, scholarships, and co-developed programs. Research in the North and Arctic will increase access to employment, which is a pathway to economic growth, sustainable communities, and improved infrastructure. The agency will continue to develop skills through intramural research projects, community outreach and engagement, and knowledge management and mobilization activities. These commitments contribute to advancing Canada's knowledge of the North and Arctic, strengthening Canadian leadership in polar science and technology, and promoting the development and distribution of knowledge of other circumpolar regions, including Antarctica.

The agency will also work to achieve [Sustainable Development Goal 10: Reduce inequality within and among countries](#) by advancing reconciliation with Indigenous Peoples, reducing inequality, and continuing to implement its Inuit Employment Plan to increase Inuit representation in its ranks and support local economic growth. In accordance with Article 23 of the *Nunavut Agreement*, this plan aims to increase Inuit employment in government to a representative level within all occupational groups and levels in Nunavut.

Finally, Polar Knowledge Canada has committed to achieving [Sustainable Development Goal 13: Take urgent action to combat climate change and its impacts](#). The agency is committed to advancing clean energy, technology, and infrastructure solutions for northern and Arctic communities by facilitating the development and testing of energy, housing, water, and waste treatment technologies suitable for the unique environmental and socio-cultural conditions in the North and Arctic. This includes funding for projects in the Yukon that are advancing scientific and policy research to improve climate adaptation and resiliency. This strategy contributes to advancing [Canadian Indicator Framework](#) goal 13.3 "Canadians are well-equipped and resilient to face the effects of climate change".

More information on Polar Knowledge Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [2023-2027 Departmental Sustainable Development Strategy](#).

### *Program inventory*

Polar Knowledge Canada is supported by the following programs:

- Science and Technology
- Knowledge Management and Engagement

Supporting information on planned expenditures, human resources, and results related to Polar Knowledge Canada's program inventory is available on [GC Infobase](#).

### Internal services

#### **In this section**

- [Description](#)
- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)

#### *Description*

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

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

#### *Plans to achieve results*

In 2024-25, Polar Knowledge Canada will focus on modernizing internal services and building a solid foundation of policies and procedures to guide the agency moving forward. This will also ensure that Polar Knowledge Canada's framework will meet the demands of the agency's new mandate to administer the Canadian High Arctic Research Station in accordance with the *Canadian High Arctic Research Station Act*.

The implementation of Polar Knowledge Canada's Inuit Employment Plan contributes to the Government of Canada's commitment to advance reconciliation and will ensure operations and activities undertaken by the agency are informed and guided by Indigenous Knowledge. Additionally, the

Inuit Employment Plan will assist Polar Knowledge Canada in achieving its commitment to being a competitive employer in the North that is consistent with the realities of the north, including training, recruitment, compensation, housing, and representation.

*Snapshot of planned resources in 2024-25*

- Planned spending: \$10,481,143
- Planned full-time resources: 56

*Related government priorities*

Planning for contracts awarded to Indigenous businesses

Polar Knowledge Canada supports the Government of Canada’s commitment to economic reconciliation with Indigenous Peoples and enhance socio-economic opportunities outcomes for First Nations, Inuit, and Métis businesses through federal procurement process. Towards this end, Polar Knowledge Canada will work closely with business owners to ensure that the Inuit Firm Registry is consulted at every opportunity, that competitive solicitations include set-asides for Indigenous businesses wherever possible and, if capable, will issue competitive requirements to Indigenous suppliers first. In addition to these measures, purchasing small goods and services using the acquisition card from Indigenous suppliers is highly promoted. Polar Knowledge Canada remains committed to measuring progress and ensuring any processes and initiatives enacted are effective.

Polar Knowledge Canada’s two transfer payment programs aim to support Indigenous recipients including local community and business organizations. Additionally, having a base of operations in Nunavut encourages contracting activities with local Indigenous businesses. Specifically, the operation of the Canadian High Arctic Research Station ensures the integration of Indigenous community businesses in close cooperation with the Hamlet of Cambridge Bay, through its operational maintenance and its essential services which contribute to its administration. These include, but are not limited to, facility management services, groundskeeping, security services, personnel housing costs, telecommunications, and transportation.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	14%	25%	25%

**Planned spending and human resources**

This section provides an overview of Polar Knowledge Canada’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024-25 with actual spending from previous years.

**In this section**

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)

- Human resources

## Spending

*Table 5: Actual spending summary for core responsibilities and internal services (\$ dollars)*

The following table shows information on spending for each of Polar Knowledge Canada's core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2021-2022 actual expenditures	2022-2023 actual expenditures	2023-2024 forecast spending
Polar Science and Knowledge	13,810,911	15,615,192	27,679,510
Internal services	13,524,387	18,519,728	11,793,473
Total	<b>27,335,298</b>	<b>34,134,920</b>	<b>39,472,983</b>

The increase in expenditures from 2021-22 to 2022-23 is mainly due to the reprofile request from previous year funding in 2022-23.

Forecast spending for 2023-24 is higher compared to 2022-23 actuals mainly due to the additional funding received from Budget 2022 related to the transfer of the administration of the Canadian High Arctic Research Station and other related federal real property from Crown-Indigenous Relations and Northern Affairs Canada to Polar Knowledge Canada.

*Table 6: Budgetary planning summary for core responsibilities and internal services (dollars)*

The following table shows information on spending for each of Polar Knowledge Canada's core responsibilities and for its internal services for the upcoming three fiscal years.

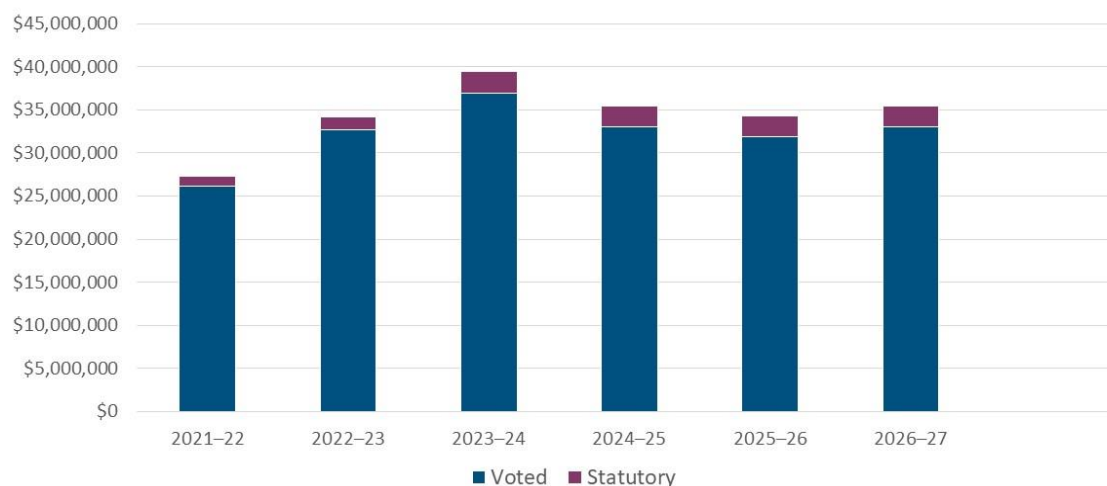
Core responsibilities and internal services	2024-25 budgetary spending (as indicated in Main Estimates)	2024-25 planned spending	2025-26 planned spending	2026-27 planned spending
Polar Science and Knowledge	24,929,010	24,929,010	24,024,640	24,828,344
Internal services	10,481,143	10,481,143	10,236,234	10,578,670
Total	<b>35,410,153</b>	<b>35,410,153</b>	<b>34,260,874</b>	<b>35,407,014</b>

There are no significant variances in planned spending for 2024-25 to 2026-27.

## Funding

Figure 1: Departmental spending 2021–22 to 2026–27

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



The graph illustrated Polar Knowledge Canada’s spending trend over a six-year period starting in 2021-22 and ending in 2026-27. The graph is based on two years of actual spending, one year of forecast spending and three years of planned spending.

The actual spending in 2021-22 is lower than the actuals of 2022-23 and projections for future years due to the impacts of the Global health restrictions on Polar Knowledge Canada’s operations.

Allocations in 2023-24 increased due to the delay in the official transfer of custodianship of the Canadian High Arctic Research Station to Polar Knowledge Canada, whereby the agency received 2/5 of its funding in 2023-24 but will receive its intended 1/5 of funding in 2024-25.

Further trend analysis related to this table is provided in the following section.

### *Estimates by vote*

Information on Polar Knowledge Canada’s organizational appropriations is available in the [2024–25 Main Estimates](#).

### Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Polar Knowledge Canada’s operations for 2023-24 to 2024-25.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available at [Polar Knowledge Canada's website](#).

*Table 7: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)*

Financial information	2023-24 forecast results	2024-25 planned results	Difference (2024-25 planned results minus 2023-24 forecast results)
Total expenses	46,928,781	41,757,766	(5,171,015)
Total revenues	355,225	372,986	17,761
Net cost of operations before government funding and transfers	46,573,556	41,384,780	(5,188,776)

The variance between the 2024-25 planned results and 2023-24 forecast results can be attributed to the change in funding levels from one year to the next. In 2023-24, Polar Knowledge Canada received a one-time in year funding through its reprofiling request, along with the Operating Budget Carry-Forward. In addition, due to the delay in the official transfer of custodianship of the Canadian High Arctic Research Station to Polar Knowledge Canada, the agency received 2/5 of its funding in 2023-24 but will receive its intended 1/5 of funding in 2024-25.

## Human resources

*Table 8: Actual human resources for core responsibilities and internal services*

The following table shows a summary of human resources, in full-time equivalents (FTEs), for Polar Knowledge Canada's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2021-22 actual FTEs	2022-23 actual FTEs	2023-24 forecasted FTEs
Polar Science and Knowledge	37	40	44
Internal services	42	50	51
Total	<b>79</b>	<b>90</b>	<b>95</b>

The increase in full-time equivalents is due mainly to the need for additional capacity to support the development of programs, and the management of the Canadian High Arctic Research Station. As Polar Knowledge Canada approaches 'steady-state' operations, it continues to review its staffing levels to better understand its resourcing requirements in support of achieving planned results.

Table 9: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Polar Knowledge Canada's core responsibilities and for its internal services planned for 2024-25 and future years.

Core responsibilities and internal services	2024-25 planned fulltime equivalents	2025-26 planned fulltime equivalents	2026-27 planned fulltime equivalents
Polar Science and Knowledge	51	51	51
Internal services	56	56	56
Total	<b>107</b>	<b>107</b>	<b>107</b>

There are no significant variances in planned spending for 2024-25 to 2026-27.

## Corporate information

### Organizational profile

Appropriate minister: The Honourable Dan Vandal, P.C., M.P.

Institutional head: Jennifer C. Hubbard, President and Chief Executive Officer

Ministerial portfolio: Minister of Northern Affairs

Enabling instrument(s): [Canadian High Arctic Research Station Act](#)

Year of incorporation / commencement: 2015

Other: Polar Knowledge Canada is overseen by a nine-member Board of Directors, including a Chairperson and Vice-Chairperson. The Board approves the agency's science and technology plan and annual work plans and budget. The Board is accountable to the Minister of Northern Affairs. All members are appointed by Order-in-Council to hold office for terms not exceeding five years and are eligible for re-appointment for a second term of office. Members of the Board of Directors hold office on a part-time basis.

### Organizational contact information

#### Cambridge Bay Headquarters:

Mailing address

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Ottawa, ON, K1P 5V5

Email: [info@polar.gc.ca](mailto:info@polar.gc.ca)

Website: <https://www.canada.ca/en/polar-knowledge.html>

**Supplementary information tables**

The following supplementary information tables are available on [Polar Knowledge Canada's website](#):

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)

Information on Polar Knowledge Canada's departmental sustainable development strategy can be found on [Polar Knowledge Canada's website](#).

**Federal tax expenditures**

Polar Knowledge Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background, and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

[Expand/collapse sections]

**Definitions****appropriation (crédit)**

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

**budgetary expenditures (dépenses budgétaires)**

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

**core responsibility (responsabilité essentielle)**

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

**Departmental Plan (plan ministériel)**

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

**departmental result (résultat ministériel)**

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

**departmental result indicator (indicateur de résultat ministériel)**

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

**departmental results framework (cadre ministériel des résultats)**

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

**Departmental Results Report (rapport sur les résultats ministériels)**

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

**full-time equivalent (équivalent temps plein)**

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**horizontal initiative (initiative horizontale)**

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

**Indigenous business**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

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

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

**program (programme)**

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

**program inventory (répertoire des programmes)**

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

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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