



Canadian Northern Economic
Development Agency

Agence canadienne de développement
économique du Nord

Canadian Northern Economic Development Agency 2025–26 Departmental Plan

The Honourable Rebecca Chartrand, P.C.,
M.P.

Minister of Northern and Arctic Affairs

Minister responsible for the Canadian
Northern Economic Development Agency

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Canadian Northern Economic Development Agency's 2025-26

Departmental plan: At a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years.

- Vision, mission, raison d'être and operating context

Key priorities

The Canadian Northern Economic Development Agency's (CanNor) top priorities for 2025-26 are as follows:

- Collaborate with Northerners, Indigenous Peoples, communities, businesses, organizations, as well as other federal departments, territorial and Indigenous governments to build sustainable, diversified, resilient, and prosperous economies in the territories that contribute to a unified Canadian economy, by:
 - Promoting inclusive economic participation and resilient economies in the territories by prioritizing high-impact sectors and enhancing sector diversification;
 - Leveraging emerging economic initiatives arising from the prospective investments in Arctic securitization, ensuring Northerners are equipped to participate in and benefit from these developments; and
 - Strengthening partnerships with public and private sector members, First Nations, Inuit, and Métis partners to support research, stimulate innovative programming, and facilitate informed decision-making in economic development policy initiatives.
- Contribute to improving regulatory efficiencies and fulfillment of consultation obligations in environmental assessments and regulatory processes across the territories, while providing additional support for clean growth projects as part of Canada's transition towards net zero.
- Advance Canada's reconciliation journey, working directly with Indigenous communities and businesses to ensure inclusive economic participation and development, as well as furthering Article 23 of the Nunavut Agreement, and Article 22 under the Umbrella Final Agreement, and supporting federal commitments under the Arctic and Northern Policy Framework, Modern Treaty Policy, Inuit Nunangat Policy, and the United Nations Declaration on the Rights of Indigenous Peoples Act.

Highlights

In 2025-26, total planned spending (including internal services) for CanNor is \$66,321,152 and total planned full-time equivalent staff (including internal services) is 124. For complete information on CanNor's total planned spending and human resources, read the Planned spending and human resources of the full plan.

The following provides a summary of the department's planned achievements for 2025-26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Core responsibility 1: Economic Development in the Territories

Planned spending: \$58,362,614

Planned human resources: 93

Departmental results:

- People and Communities Participate in the Economy in the Territories
- Businesses are Developing in the Territories
- Efficient and Predictable Environmental Review Process in the Territories

In 2025-26, CanNor will advance the development of a resilient, strong and fairer Canadian economy in the territories by prioritizing high-impact sectors, such as critical minerals, infrastructure, housing innovation, and supporting sectoral diversification, including artificial intelligence, food sector development, construction, tourism, fisheries, and arts, films and culture. The Agency will focus on leveraging federal investments in Arctic security and critical minerals, and capitalize on future and ongoing major and dual-use infrastructure projects to maximize local and regional economic opportunities; supporting sustainable development and fulfillment of consultation obligations for major projects; advancing key partnerships with public, private and Indigenous partners to address knowledge gaps and support decision-making as well as advancing reconciliation by ensuring First Nations, Métis and Inuit communities are meaningfully involved in and benefit from economic development.

More information about [Core responsibility 1: Economic Development in the Territories](#) can be found in the full plan.

Canadian Northern Economic Development Agency's 2025-26 Departmental Plan

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From the Minister

As Minister of Northern and Arctic Affairs and Minister responsible for the Canadian Northern Economic Development Agency (CanNor), it is my pleasure to present you the 2025-26 Departmental Plan for CanNor.

For the past fifteen years, CanNor has been working with northern partners and stakeholders to drive economic growth and innovation, delivering on its commitment to support a unified Canadian economy that is sustainable, diversified, innovative and inclusive of all three territories: Yukon, Northwest Territories, and Nunavut.

One of CanNor's key strengths remains its deep-rooted presence in the North. The Agency's head office is located in Iqaluit, Nunavut, with regional offices in Whitehorse, Yukon and Yellowknife, Northwest Territories. This on-the-ground presence allows CanNor to deliver in the communities we serve.

CanNor is an advocate for northern needs and works alongside local, Indigenous and territorial governments, northern and Indigenous communities, industry leaders, organizations and businesses to build a strong economy and improve the quality of life for Northerners. Our partners understand local challenges and are best placed to lead efforts to address them.

Our suite of targeted funding programs provides tailored investments for businesses and organizations to close economic gaps, encourage business growth and innovation, and support sector expansion in key areas, such as tourism, infrastructure, and Indigenous economic development.

Through the Northern Projects Management Office, CanNor is coordinating federal participation in impact assessment and regulatory review processes; convening and providing issues management support to First Nations, Inuit, and Métis organizations, industry proponents and other stakeholders; and maintaining the Crown consultation record for major projects in the territories.

Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, coordinates the government-wide approach to implementing Article 23 of the *Nunavut Agreement* by addressing barriers to employment and career advancement, and working to build a representative public service in Nunavut.

In 2025-26, CanNor will deliver on these government-wide objectives to support a strong Canadian northern economy, expand the reach of northern businesses to southern markets and abroad, and increase the prosperity of the North and the Arctic. This work is essential to ensuring Canada's Arctic sovereignty, reinforcing our presence in the region, and supporting the communities that call it home. In doing so, we are not only strengthening the North, but also contributing to Canada's success as a whole.



**The Honourable Rebecca
Chartrand**

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

From the President

I am pleased to present the Canadian Northern Economic Development Agency's Departmental Plan for 2025-2026. After more than 15 years of operations, we continue to reflect on past accomplishments and the positive impacts CanNor has made during that time by working alongside communities, businesses, Indigenous organizations and governments to strengthen local and regional economies across the territories.

We remain committed to our Agency's important work, as we chart our course to support Northerners for the next 15 years, and to continue building a stronger and fairer Canadian economy.

Through CanNor's flagship program, Inclusive Diversification and Economic Advancement in the North (IDEANorth), Northerners have access to opportunities that help grow, sustain and develop their businesses, communities and regions.

The Northern Indigenous Economic Opportunities Program (NIEOP) supports Inuit, First Nations, and Métis communities and organizations to pursue economic development opportunities that drive regional growth, create jobs, enhance skills training, and foster business innovation and expansion. Additionally, the NIEOP Economic Research stream supports Indigenous-led initiatives aimed at addressing knowledge gaps in the territorial Indigenous economic and business ecosystems. This is

achieved through applied research, data development, and the dissemination of knowledge and statistics.

The recently expanded Northern Isolated Community Initiatives (NICI) Fund seeks to improve northern food sector businesses and social enterprises, as well as other Indigenous and non-Indigenous public or private organizations in the territories.

The Agency will continue its work with other federal departments to advance broader priorities. Addressing foundational infrastructure gaps, such as housing, while supporting growth in sectors like clean energy, fisheries, critical minerals, and emerging Arctic sovereignty and security initiatives, is key to driving economic development across the territories.

CanNor's Northern Projects Management Office (NPMO) plays a crucial role in coordinating territorial impact assessments and facilitating consultation processes. By providing essential tools to uphold the federal duty to consult, NPMO ensures these processes are collaborative, effective and efficient, supporting responsible critical mineral, clean growth projects and resource development in the North.

Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, has recently moved into new offices in Iqaluit. From this enhanced location, it will continue its work to identify and address barriers to Inuit employment and advancement through the development and delivery of innovative training, mentoring and support programs for Inuit.

As CanNor prepares for its next 15 years, we are looking to the future and the promise the North holds for Canada. We will work with our partners to build a diversified, sustainable, and dynamic economy across the territories and strive to ensure economic prosperity for all those who live and work here.



Jimi Onalik

President of the Canadian
Northern Economic
Development Agency

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- Core responsibility 1: Economic Development in the Territories
- Internal services

Core responsibility 1: Economic Development in the Territories

In this section

- Description
- Quality of life impacts
- Indicators, results and targets
- Plans to achieve results
- Key risks
- Planned resources to achieve results
- Related government priorities
- Program inventory

Description

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

Quality of life impacts

This core responsibility contributes to the "Prosperity" domain of the Quality of Life Framework for Canada and, more specifically, "Employment", "Firm Growth", and "Gross Domestic Product per Capita" through all of the activities mentioned in the core responsibility description.

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Economic Development in the Territories. Details are presented by departmental result.

Table 1: People and Communities Participate in the Economy in the Territories

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Economic Development in the Territories.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Labour participation rate for women and Indigenous Peoples in the Territories: Indigenous Peoples	2021-22: 59.5% 2022-23: 60.7% ¹ 2023-24: 58.4% ²	At least 63.8% ³	March 2028
Labour participation rate for women and Indigenous Peoples in the Territories: Women	2021-22: 66.9% 2022-23: 66.8% 2023-24: 66.9%	At least 60.8% ³	March 2028
Amount leveraged per dollar invested in community projects in the Territories	2021-22: 3.22 2022-23: 1.70 2023-24: 2.40	1.70	March 31, 2026

Table 2: Businesses are Developing in the Territories

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Economic Development in the Territories.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of businesses by business locations in the Territories	2021-22: 4,163 2022-23: 4,189 2023-24: 4,279	4200	March 2026
Number of investments in clean tech projects supported by CanNor in the Territories	2021-22: 17 2022-23: 16 2023-24: 11	10	March 31, 2026

Table 3: Efficient and Predictable Environmental Review Process in the Territories

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Economic Development in the Territories.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of companies provided advisory services (Pathfinder) including issues management and support in the environmental assessment and governance processes in the Territories	2021-22: 42 2022-23: 63 2023-24: 71	55 ⁴	March 31, 2026
Percent of environmental assessments in the Territories that are completed within the scheduled time frame	2021-22: 87.5% 2022-23: 66% 2023-24: 100%	100%	March 31, 2026

¹ Although Indigenous labour participation has increased since 2021-22, 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 People, and the employment recovery of Indigenous Peoples has been slower than non-Indigenous People.

² Both the Northwest Territories and Nunavut experienced decreased participation rates across their labour markets as a whole. The majority of Indigenous People in the territorial North reside in these two jurisdictions, and their participation rates have echoed the trends of the greater labour market, which is affected by structural challenges and regional patterns.

³ National averages as of the time this target was set in 2022-23.

⁴ The target was increased in 2025-26 from 50 to 55 to reflect the number of overall mining activity in the territories and new mineral, infrastructure and clean growth projects. Under the 2024 Cabinet Directive Regulatory and Permitting Efficiency for Clean Growths Projects, NPMO is expected to provide additional pathfinding support to clean growth projects in the three territories.

Additional information on the [detailed results and performance information](#) for CanNor's program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Economic Development in the Territories in 2025-26.

People and Communities Participate in the Economy in the Territories:

CanNor programming helps northern communities, many of which are small, remote, and uniquely impacted by geopolitical tensions, create the conditions necessary for short- and long-term economic growth and development, empowering them to participate more effectively in Canada's economy.

In 2025-26, CanNor will continue to support and work directly with First Nations, Inuit, and Métis, as well as northern communities and businesses through its Northern Indigenous Economic Opportunities Program (NIEOP). It will also further its partnerships with other Regional Development Agencies (RDAs), territorial stakeholders and First Nations, Inuit, and Métis partners to support northern food sector growth and diversification, as well as increase community readiness to seize opportunities tied to large-scale defence investments and infrastructure projects.

Results we plan to achieve:

- Enhance opportunities for employment, income, and wealth creation by leveraging CanNor's Community Readiness and Opportunities Planning (CROP) fund, a sub-stream of NIEOP.
- Provide targeted support to First Nations, Métis and Inuit entrepreneurs and businesses under NIEOP's Entrepreneurship and Business Development Program (EDB), facilitating business creation and growth.
- Address knowledge gaps in the territorial Indigenous economic ecosystem by promoting Indigenous-led research and knowledge mobilization under NIEOP's Economic Research Stream, maximizing economic opportunities and prosperity.
- Deliver key funding for the food sector through the Northern Isolated Community Initiatives (NICI) fund to support businesses and entrepreneurship, strengthen local and regional food supply chains, and fund innovative, place-based technologies and techniques meant to enhance food sector viability and improve food security and sovereignty across the territories.

Businesses are Developing the Territories:

CanNor supports the growth and expansion of northern businesses, including small- and medium-sized enterprises (SMEs), through advisory services, and flexible contributions and grants programs that build capacity for businesses and communities. The objective is to encourage a competitive, diverse northern business sector with a strengthened capacity for innovation, stronger participation in procurement and supply chains, and the ability to capitalize on large-scale infrastructure investments.

In 2025-26, CanNor will place an emphasis on supporting key businesses operating in strategic priority areas such as innovative housing solutions, infrastructure, resource development, skills training, food sector growth, artificial intelligence (AI), tourism, and the arts, films and culture. In light of evolving Arctic security needs, the Agency will also focus on enhancing the involvement of northern Indigenous businesses in Arctic defense infrastructure projects. CanNor's annual Expression of Interest process for the 2025-26 fiscal year will help identify and prioritize projects operating within these areas.

Results we plan to achieve:

- Capitalize on the diverse range of economic opportunities through the Inclusive Diversification and Economic Advancement in the North (IDEANorth) program, with funding for sector and capacity development projects, skills development and scale-up, small-scale economic infrastructure projects, as well as economic infrastructure studies.
- Invest in businesses and not-for-profit organizations, including targeted funding for local innovative housing solutions and AI innovation and adoption, to enhance competitiveness and business growth through the Regional Economic Growth Through Innovation (REGI) program.
- Support communities, SMEs and not-for-profit organizations in developing local tourism products and experiences under the Tourism Growth Program (TGP).

Efficient and Predictable Environmental Review Process in the Territories:

At CanNor, both the Northern Projects Management Office (NPMO) and the regional operations teams work with Indigenous governments and organizations, communities, territorial governments, industry, and other partners to promote responsible resource development, clean growth and infrastructure projects that create economic growth and sustainable prosperity for Northerners and all Canadians.

CanNor's NPMO plays an important convener and Crown consultation role by ensuring meaningful First Nations, Inuit, and Métis participation as well as coordinating federal input into the environmental assessment and regulatory review process for proposed major resource development and infrastructure projects in the territories. NPMO has a mandate to ensure that the timeliness, predictability and transparency of federal participation in the northern regulatory processes foster a more stable and attractive investment climate.

In 2025-26, NPMO will continue its pathfinding and regulatory role while expanding its responsibilities for clean growth projects under the 2024 Cabinet Directive on Regulatory and Permitting Efficiency for Clean Growth Projects. This government-wide directive is set to accelerate federal regulatory efficiency for clean growth projects.

Results we plan to achieve:

- Oversee and coordinate Crown consultations for 19 major projects, including Grays Bay Road and Port in Nunavut, Mackenzie Valley Highway in the Northwest Territories, and Casino in the Yukon.
- Work with proponents, regulatory boards, and territorial and federal partners to ensure the Duty to Consult with Indigenous Peoples is met and major projects are moving in a timely manner.
- Advance the development of Memorandum of Understandings (MOUs) across the three territorial governments and Indigenous partners to streamline Crown consultation efforts, finalizing an MOU and its associated Terms of Reference with the Yukon government and initiating discussions in the Northwest Territories.
- Contribute to the implementation of the Cabinet Directive on Regulatory and Permitting Efficiency for Clean Growth Projects, providing additional coordination, engagement, and consultation support for clean growth projects, particularly during regulatory permitting and licensing phases, along with improved reporting and tracking to support the Deputy Ministers' Regulatory Efficiency Action Council.

- Participate in key resource development events such as the Geoscience Forum in the Northwest Territories and Yukon, AME Roundup in Vancouver, Nunavut Mining Symposium, and the Prospectors & Developers Association of Canada's (PDAC) International Convention and Trade show in Toronto.

Key risks

1. **Economic uncertainty:** Having weathered economic upheavals in recent years, the territories continue to face potential disruptions. The pending closure of several mines in the Northwest Territories and the Yukon, alongside mineral price volatility, pose risks for continued investments and growth within this high-impact sector. As the North continues to pursue sector diversification while relying on the mineral extraction sector for most private investment and growth, international trade disputes could significantly undermine its economic stability, straining household consumption and business investment.
 - The Agency will continue to monitor its suite of economic development programming, ensuring that targeted support remains flexible and adaptive to the changing needs of a territorial economy —shaped by global headwinds and the imperative to build a more resilient, connected, and competitive Canadian economy. This includes ongoing support for the extractive resource sector which remains a key driver for private investment and economic growth across the North, as well as enhancing sector diversification in areas such as tourism, food production, cultural industries, and construction. CanNor will also strengthen collaborations with federal, territorial, and First Nations, Inuit, and Métis partners while addressing knowledge gaps through research to promote sectoral diversity and drive inclusive, sustainable economic growth. The Agency will continue advancing Northern exports to global markets through strategic partnerships with like-minded Arctic states, and—together with other Regional Development Agencies— help support businesses affected by trade disputes across regions.
2. **Labour shortages:** Ongoing labour shortages, coupled with an aging population in the Northwest Territories and Yukon may continue to strain the Northern and Indigenous labour pool, resulting in delays to projects, reduced project management capacities, and increased competition for skilled labour, as well as delays in meeting Article 23 of the *Nunavut Agreement*.
 - CanNor will deploy place-based strategies that recognize the unique labour dynamics across each territory. CanNor will continue to deliver targeted investments, conduct strategic outreach, and foster stakeholder partnerships to enhance the capacity of residents and newcomers to actively participate in the region's economy and any large-scale prospective investments.
3. **Climate Change:** Severe weather events and other impacts of climate change continue to disrupt travel, construction, shipping, and other activities related to economic development. The territories may be uniquely impacted by this, with shorter construction seasons, fragile supply chains, and disproportionate climate disruptions potentially impacting the viability of projects and other economic development activity.

- CanNor will continue to invest in clean energy initiatives, green technology deployment, and climate-resilient infrastructure projects while supporting key federal priorities and initiatives such as the Critical Minerals Strategy and the 2024 Cabinet Directive on Regulatory and Permitting Efficiency for Clean Growth Projects. NPMO will work to accelerate federal regulatory efficiency for clean growth projects. These targeted efforts will contribute to mitigating and adapting to the impacts of climate change in the North.
4. **Infrastructure development:** The infrastructure deficit in the North, including the critical housing shortage and the absence of transportation and energy networks, is a foundational barrier to economic growth, impacting the North's overall competitiveness and increasing the cost of doing business.
- In collaboration with partners and stakeholders, CanNor will leverage significant planned investments in northern infrastructure especially in innovative housing, transportation, and energy to close infrastructure gaps and foster new economic opportunities for local communities.
5. **Complex International Arctic interests:** Increased geopolitical tensions have renewed calls for recapitalizing, renewing and developing new defence-related infrastructure investments in the Arctic to strengthen the region's security and Canada's sovereignty. In response to these pressures, the Government of Canada released the 2024 'Our North Strong and Free: A Renewed Vision for Canada's Defence' initiative and Canada's Arctic Foreign Policy, and is now directing substantial new spending towards northern defence.
- CanNor will continue to work with partners to take advantage of economic opportunities as they arise. Similar to other RDAs, CanNor will also work towards increasing its participation in procurement and evaluation processes, including the Industrial and Technological Benefits (ITB) policy. In addition, CanNor can promote defence procurement opportunities to local businesses while providing early-stage capital to enhance business readiness and capacity to participate in supply chains (e.g. local supply of construction materials, equipment and services).

Planned resources to achieve results

Table 4: Planned resources to achieve results for Economic Development in the Territories

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$58,362,614
Full-time equivalents	93

Complete financial and human resources information for the CanNor's program inventory is available on GC InfoBase.

Related government priorities

Pilimmaksaivik

CanNor hosts Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut. The Centre focuses on coordinating a whole-of-government approach to building a representative federal public service in Nunavut, including upholding its commitments under Article 23 of the Nunavut Agreement.

In 2025-26, Pilimmaksaivik will continue to reduce barriers for recruitment, design and deliver training that is supportive of Inuit culture and values, and oversee initiatives that support workplace wellness with an aim to increase Inuit representation across departments and agencies operating in Nunavut. Activities will also include professional growth and retention programs, as well as furthering the Inuit Employment Plan. These initiatives will be delivered in Pilimmaksaivik's new public-facing, accessible office designed to better connect and serve the community.

Results we plan to achieve:

- Strengthen strategic coordination in delivering innovative and community-driven recruitment and training initiatives for Nunavut Inuit for federal employment.
- Enhance outreach and awareness efforts (i.e., targeted campaigns and stakeholder engagements), positioning the Government of Canada as an inclusive and culturally responsive employer of choice.
- Facilitate sharing and promoting, in partnership with departmental collaborators, emerging best practices in Inuit Employment, while maintaining rigorous monitoring and progress reporting.
- Expand distinction-based mental health and wellness programming, such as counsellor services, as well as Inuit-specific cultural activities, cultural immersion programming and interactive learning opportunities across departments.
- Strengthen the Kittuaq Inuit Employees Network, while advancing mentorship opportunities and peer support systems.
- Increase investment in the professional growth of Nunavut Inuit employees through enhanced whole-of-government in-service and pre-employment training programs, the Inuktitut language training fund, as well as multi-year education agreements.
- Provide support to departments in the implementation, monitoring, and reporting of federal Inuit Employment Plans, including the Pre-Employment Training planning and implementation.

Policy and Advocacy

Through its Policy and Advocacy program, CanNor plays a key role in convening, advocating and collaborating with other federal departments, advisory committees, territorial governments, as well as First Nations, Métis and Inuit organizations to advance the Government of Canada's priorities and policy initiatives in the territories. This role includes developing policy proposals and seeking authorities (i.e., financial and spending).

In 2025-26, CanNor will continue to nurture a collaborative environment with partners and clients, further meaningful reconciliation efforts, advocate for northern priorities, support sustainable economic development, and address knowledge gaps.

Results we plan to achieve:

- Collaborate with international, federal, territorial, and Indigenous partners and governments to strengthen northern innovation, entrepreneurship and a unified Canadian economy. This includes strengthening relationships with other Arctic states via existing fora such as the Arctic Economic Council, and emphasizing the role and place of the 'North American Arctic' (NAA).
- Advance economic reconciliation through the Inuit-Crown Partnership and collaboration with RDAs across the Inuit Nunangat.
- Advocate for northern priorities and share expertise to improve federal policy initiatives.
- Conduct research to address knowledge gaps and support economic priorities, collaborating with the Centre for the North at the Conference Board of Canada, Arctic360 and the Organisation for Economic Co-operation and Development's Regional Development Policy Committee to advance informed sustainable and economic development policy decision-making.
- Partner for the next three years with Yukon University's Northern Review to release a peer reviewed open access special issue focused on sustainable economic development in the North.

Gender-based analysis plus

CanNor delivers a variety of economic development programs, such as the Inclusive Diversification and Economic Advancement in the North (IDEANorth) program, that are available to youth, 2SLGBTQI+ individuals, persons with disabilities, women, First Nations, Inuit, and Métis. These programs drive innovation, foster sustainable growth, and empower these diverse groups to fully participate in the economic development opportunities in the territories.

In 2025-26, CanNor will implement its ongoing commitment to the advancement of GBA Plus objectives and principles through our decision-making, programs and initiatives.

Results we plan to achieve:

- Establish CanNor's GBA Plus Community of Practice, including advanced training for members.
- Host a GBA Plus event during the annual Government of Canada GBA Plus Awareness Week in May.
- Develop CanNor-specific GBA Plus policy guidance.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals
CanNor is committed to furthering its Departmental Sustainable Development Strategy, advancing the Government's implementation of the UN's 2030 Sustainable Development Goals.

Through its economic development programming, CanNor will support the advancement of the following Sustainable Development Goals (SDGs) and targets:

- SDG 2: Support a healthier and more sustainable food system.
- SDG 8: Encourage inclusive and sustainable economic growth in Canada.
- SDG 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality.

In addition, through its internal policies, the Agency will support the advancement of the following SDGs and targets:

- SDG 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality.
- SDG 12: Reduce waste and transition to zero-emission vehicles.
- SDG 13: Take action on climate change and its impacts.

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

Program inventory

Economic Development in the Territories is supported by the following programs:

- Program: Community Development
- Program: Business Development
- Program: Policy and Advocacy
- Program: Northern Projects Management

Additional information related to the program inventory for Economic Development in the Territories is available on the [Results page on GC InfoBase](#).

Internal services

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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

This section presents details on how the department plans to achieve results and meet targets for internal services.

In 2025-26, the Agency plans to continue and undertake the following:

- Deliver dedicated client service and refine business processes to remain responsive to evolving governmental and departmental objectives.
- Implement initiatives across CanNor aimed at enhancing fiscal prudence and responsible financial management while supporting Budget 2024's commitment to refocusing government spending.
- Foster a healthy, diverse and innovative work environment through initiatives such as CanNor's Diversity and Inclusion Strategy, Accessibility Plan, Inuit Employment Plan and support plans for the implementation of the Yukon Representative Public Service Plan.
- Enhance IM/IT Service Delivery with partners by adopting new initiatives and refreshing the Agency's IM/IT governance and policy suites.
- Improve the safety, security, and operational efficiency of administrative services to support service delivery, minimize risks, and protect both public service personnel and sensitive information.
- Connect communities, entrepreneurs, and innovators across the territories with economic opportunities by leveraging various communication tools—including its website, social media, announcements, and stakeholder engagement—to better meet their needs and enhance awareness of CanNor programs, services, and results.
- Prioritize open, accessible and transparent communication to keep employees well-informed and engaged on key departmental and government-wide priorities and initiatives.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$7,958,538
Full-time equivalents	31

This table only includes the main estimates amounts.

Complete financial and human resources information for the CanNor's program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024-25.

CanNor plans to exceed the minimum 5% target in 2025-26.

CanNor is currently outsourcing its procurement services through a Memorandum of Understanding with Indigenous Services Canada (ISC). In collaboration with ISC, CanNor will examine planned procurements to identify opportunities for Indigenous businesses, support their participation in competing for contract awards, and enhance oversight, planning, and reporting mechanisms specific to

Indigenous procurement. CanNor will also work with ISC to ensure that reports on performance against the mandatory minimum target are approved by the department's deputy head and submitted to ISC within six months after fiscal year-end. Finally, the Agency will continue to implement measures to meet the requirements of the Directive on Government Contracts, including Real Property Leases, and to provide reasonable support to Inuit firms to help them compete for government contracts. This also includes promoting Green Procurement.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
Total percentage of contracts with Indigenous businesses	33%	34%	At least 5%

Planned spending and human resources

This section provides an overview of CanNor's planned spending and human resources for the next three fiscal years and compares planned spending for 2025-26 with actual spending from previous years.

In this section

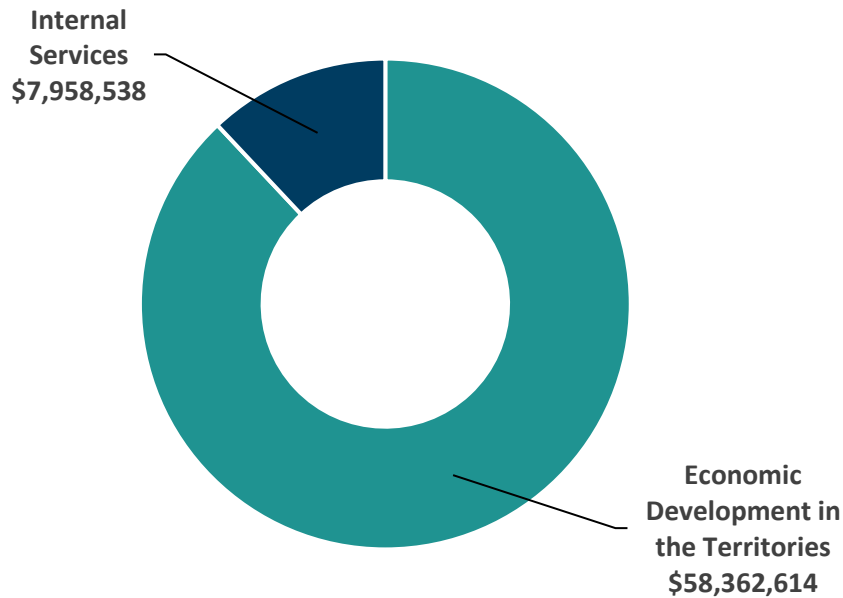
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Spending

This section presents an overview of the department's planned expenditures from 2022-23 to 2027-28.

Graph 1 Planned spending by core responsibility in 2025-26

Graph 1 presents how much the department plans to spend in 2025-26 to carry out core responsibilities and internal services.



Text description of Graph 1

Core responsibilities and internal services	2025-26 planned spending
Economic Development in the Territories	\$58,362,614
Internal Services	\$7,958,538

Analysis of planned spending by core responsibility

CanNor devotes approximately 88% of funding to supporting the Economic Development in the Territories. The remaining 12% of funding is used to support program delivery through Internal Services. In 2025-26, CanNor will continue supporting Northerners as they seize economic opportunities, promote innovation and diversification, build capacity and develop skilled workforces, and encourage job growth by making strategic investments.

Budgetary performance summary

Table 7 Three-year spending summary for core responsibilities and internal services (dollars)

Table 7 presents how much money CanNor spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Economic Development in the Territories	\$96,503,091	\$78,143,504	\$64,692,437

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Subtotal (s)	\$96,503,091	\$78,143,504	\$64,692,437
Internal services	\$8,574,252	\$9,214,793	\$7,628,624
Total(s)	\$105,077,343	\$87,358,297	\$72,321,061

Analysis of the past three years of spending

The total expenditures and forecast spending for the fiscal years 2022-23 to 2023-24 include all parliamentary appropriation sources, such as the 'Main Estimates', 'Supplementary Estimates', and funding from the various Treasury Board votes. The year-over-year variances in actual spending reflect the dynamic nature of the Agency's operations, which must adapt to evolving circumstances in the North, including shifts in program priorities, changes in project timelines, and fluctuations in funding availability. The decrease in spending between the fiscal years 2022-23 and 2023-24 is partially due to the sunseting of COVID-19 relief and recovery programming. The decrease in spending between 2023-24 and 2024-25 is due to the fact that the supplementary estimates are included for 2023-24, but not in 2024-25.

More financial information from previous years is available on the [Finances section of GC InfoBase](#).

Table 8 Planned three-year spending on core responsibilities and internal services (dollars)

Table 8 presents how much money CanNor's plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Economic Development in the Territories	\$58,362,614	\$54,490,924	\$39,514,979
Subtotal	\$58,362,614	\$54,490,924	\$39,514,979

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Internal services	\$7,958,538	\$7,268,107	\$5,270,586
Total	\$66,321,152	\$61,759,031	\$44,785,565

Analysis of the next three years of spending

For the fiscal years 2025-26 to 2027-28, total planned spending includes only the main estimates. The decrease in funding from 2025-26 onward reflects the sunseting of Budget 2023 initiatives, including support for the Northern Projects Management Office's time-limited funding and the termination of the Tourism Growth Plan in 2026-27. Important reductions are further anticipated in 2027-28 with the conclusion of IDEANorth funding.

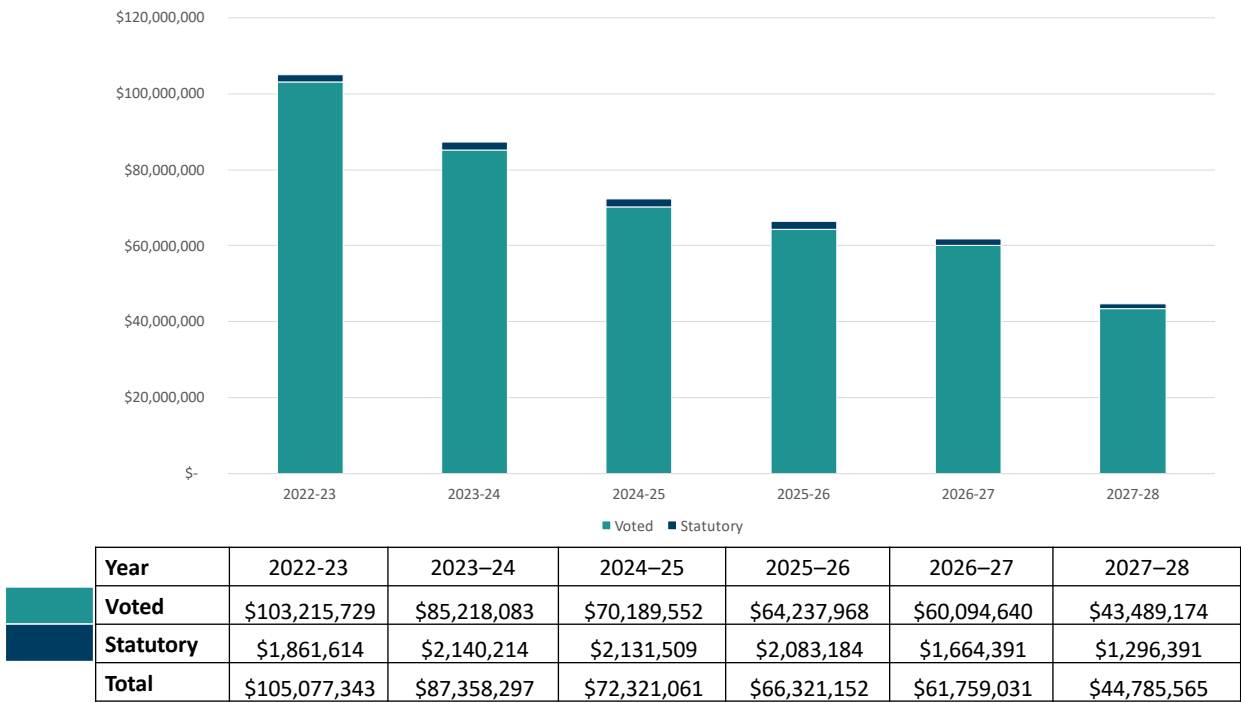
More detailed financial information on planned spending is available in the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the Government of Canada budgets and expenditures.

Graph 2: Approved funding (statutory and voted) over a six-year period

Graph 2 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2022-23	\$105,077,343	\$103,215,729	\$1,861,614
2023-24	\$87,358,297	\$85,218,083	\$2,140,214
2024-25	\$72,321,061	\$70,189,552	\$2,131,509
2025-26	\$66,321,152	\$64,237,968	\$2,083,184
2026-27	\$61,759,031	\$60,094,640	\$1,664,391
2027-28	\$44,785,565	\$43,489,174	\$1,296,391

Analysis of statutory and voted funding over a six-year period

As mentioned above, the total expenditures and forecast spending for the fiscal years 2022-23 and 2023-24 include all parliamentary appropriation sources, such as the 'Main Estimates', 'Supplementary Estimates', and funding from the various Treasury Board votes. For the fiscal years 2024-25 to 2027-28, total planned spending does not include funding from 'Supplementary Estimates', and any future Treasury Board submissions. The decrease in funding from 2025-26 onward reflects the sunset of Budget 2023 initiatives, including support for the Northern Projects Management Office's time-limited funding and the termination of the Tourism Growth Plan in 2026-27. Further reductions are anticipated in 2027-28 with the conclusion of IDEANorth funding. Finally, the year-over-year fluctuations in actual and planned spending highlight the dynamic nature of the Agency's operations and the need to adapt to changing circumstances in the North. These variances are caused by shifting program priorities, adjustments in project timelines, and variations in funding availability.

For further information on CanNor's departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of CanNor's operations for 2024-25 to 2025-26.

Table 9 Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)
Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26. 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.

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (Planned results minus forecasted)
Total expenses	\$72,321,000	\$66,321,000	\$6,000,000
Total revenues	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$72,321,000	\$66,321,000	\$6,000,000

Analysis of forecasted and planned results

Total planned expenses for 2025-26 are \$66.3 million, representing a \$6.0 million decrease from 2024-25 forecasted results. The decrease is mainly due to the sunset of the Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association (\$4.3 million). The remainder of the decrease (\$1.7 million) is due to sunset of Budget 2023 funding for Indigenous participation in northern environmental decision-making (\$0.7 million), and the exclusion of Operating Budget Carry Forward (\$1.0 million).

A more detailed Future-Oriented Statement of Operations and associated Notes for 2025-26, including a reconciliation of the net cost of operations with the requested authorities, is available on CanNor's website.

Human resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to 2027-28.

Table 10: Actual human resources for core responsibilities and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for CanNor'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	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Economic Development in the Territories	80	83	85
Subtotal	80	83	85
Internal services	32	33	32
Total	112	116	117

Analysis of human resources over the last three years

The year-over-year changes in actual full-time equivalents (FTEs) are mainly due to staff turnover.

Table 11: Human resources planning summary for core responsibilities and internal services

Table 11 shows information on human resources, in full-time equivalents, for each of CanNor's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Economic Development in the Territories	93	92	76
Subtotal	93	92	76
Internal services	31	31	31
Total	124	123	107

Analysis of human resources for the next three years

The planned FTEs are stabilized for the next two years based on Budget 2023's renewal of CanNor's flagship program IDEANorth, before decreasing in 2027-28 by 16 FTEs due to sunseting funds associated with the program. Sunseting funds, at the discretion of the Government, may be renewed, increased or cancelled.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Rebecca Chartrand, Minister of Northern and Arctic Affairs, and Minister responsible for the Canadian Northern Economic Development Agency

Institutional head: Jimi Onalik, President

Ministerial portfolio: Canadian Northern Economic Development Agency

Enabling instrument(s): Public Service Rearrangement and Transfer of Duties Act, R.S.C. 1985, c. P-34

Year of incorporation / commencement: 2009

Departmental contact information

Mailing address: 200 – 1106 Iqaluktuutiak Drive Iqaluit, Nunavut X0A 3H0 Canada

Telephone: 1-855-897-2667

Email: infonorth-infonord@cannor.gc.ca

Website(s): Canadian Northern Economic Development Agency

Supplementary information tables

The following supplementary information tables are available on CanNor's website:

- Details on transfer payment programs
- Gender-based analysis plus

Information on CanNor's departmental sustainable development strategy can be found on CanNor's website.

Federal tax expenditures

CanNor's Departmental Plan does not include information on 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.

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.

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, departments 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 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.

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])

Is 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 (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the Indigenous Business Directory.

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department 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 department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.