



Canadian Northern Economic  
Development Agency

Agence canadienne de développement  
économique du Nord

## **Canadian Northern Economic Development Agency**

### **2023–24**

Departmental Plan

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The Honourable Dan Vandal, P.C., M.P.

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

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## From the Minister

As Minister of Northern Affairs and Minister responsible for Prairies Economic Development Canada (PrairiesCan) and Canadian Northern Economic Development Agency (CanNor), it is my pleasure to present to you the 2023-24 Departmental Plan for CanNor.

The economies of the three territories – Yukon, Northwest Territories, and Nunavut – are dynamic and reflect the diverse peoples who live there. With their entrepreneurial spirit, Northerners encourage innovation, and provide local expertise to address gaps and foster continued growth to the benefit of everyone. That is why it is so important for the Government of Canada to continue working collaboratively with territorial governments, and in partnership with First Nations, Inuit and Métis. Our partners know their local needs, understand the challenges, and are best placed to know what is required to address them.

CanNor is uniquely positioned as an advocate for Northerners, and through its tailored suite of programming, provides short- and long-term investment for businesses and organizations to close gaps in economic and social prosperity, support the greening of energy and transportation systems, promote job creation and address food insecurity.

CanNor’s Northern Projects Management Office (NPMO) will continue to coordinate federal participation during environmental assessment review processes; convene and provide issues management support to Indigenous organizations, industry proponents and other stakeholders; and maintain the Crown consultation record for major projects in the territories.

Pilimmaksaivik (Federal Centre of Excellence for Inuit Employment in Nunavut) will continue to lead a government-wide approach to implementing Article 23 (“Inuit Employment”) of the *Nunavut Agreement*, which focuses on building a representative public service in Nunavut.

In 2023-24, CanNor will deliver on these objectives and more in order to help create a resilient and dynamic Northern economy for Northerners and businesses in the territories, and for the benefit of all Canadians.



**The Honourable Dan Vandal**  
Minister of Northern Affairs, PrairiesCan  
and CanNor



## From the President

In 2023-2024, the Canadian Northern Economic Development Agency (CanNor) will continue to make strategic investments to help Northerners seize economic opportunities, promote innovation and diversification, develop a skilled workforce, and encourage job growth.

Northerners have consistently shown resilience and ingenuity when faced with challenges. The sustained growth of the innovation and entrepreneurial ecosystem across the territories is proof of this. CanNor is ready to continue its critical role to work with our partners to build diversified and dynamic economies through our programming.

Through the Inclusive Diversification and Economic Advancement in the North (IDEANorth) program, Northerners can take advantage of economic opportunities that grow, sustain and develop their communities and regions. The Northern Indigenous Economic Opportunities Program (NIEOP) will support First Nations, Inuit, and Métis communities and organizations to advance economic development opportunities in their regions while improving job development, skills training and business creation or expansion. The Northern Isolated Community Initiatives (NICI) Fund will support innovative, community-led projects for local and Indigenous food systems to help improve food security in Canada's territories.

CanNor will keep working with other federal departments to maximize resources we can bring to support projects. Skills development, clean energy, fisheries, resource development and more are all critical areas to develop in the North. Headquartered in Nunavut, CanNor contributes its knowledge and expertise of the North to numerous projects and initiatives.

CanNor's Northern Projects Management Office (NPMO) provides a coordinating and convening role in territorial environmental assessments. Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut) will continue to identify and address barriers to Inuit employment and advancement by developing and delivering innovative new training and supports for Inuit.

CanNor is ready to continue working with its partners to take advantage of the new opportunities the coming year will bring so we can build a stronger future for the North and Canada.



**Paula Isaak**  
President of the Canadian Northern  
Economic Development Agency



## Plans at a glance

The Canadian Northern Economic Development Agency (CanNor), one of seven Regional Development Agencies (RDAs) in Canada, is the key federal player for developing a strong, diversified, sustainable, and resilient economy for Northerners, Indigenous peoples, communities, and businesses across the territories. By working with partners and stakeholders, CanNor will maintain its support and advocacy for community, territorial, and national level economic development, while fostering growth and innovation, contributing to capacity building, and investing in foundational economic development projects in the territories.

Existing and emerging challenges and opportunities will continue to shape key sectors of the territorial economies in 2023-24. In order to maintain growth and development in the face of global economic uncertainty, instability, and risk, it is more important than ever for the territories to leverage unique competitive advantages while continuing cultivation of the resilient Northern innovation and entrepreneurship ecosystem.

In 2023-24, CanNor will maintain its reliance on the strength of its [Pan-Territorial Growth Strategy](#)<sup>i</sup> (PTGS) to guide targeted investments, convene Indigenous, territorial, and federal partners, and contribute to a resilient Northern economy. Aligned with the Government of Canada’s whole-of-government framework, the [Arctic and Northern Policy Framework](#)<sup>ii</sup> (ANPF), the PTGS has four interrelated areas of action which will foster long-term sustainability and prosperity: strengthening the northern workforce; encouraging infrastructure investments; supporting resource development; and stimulating diversification and innovation. The strength of this growth strategy, and targeted support focused through these pillars of action, will help to further Indigenous economic reconciliation in the territories, in alignment with the whole-of-government approach in advancing this important federal commitment.

CanNor’s suite of economic development programs remain in place to help advance these priorities throughout 2023-24. These include targeted investments and the reintroduction of core funding to Indigenous communities through the [Northern Indigenous Economic Opportunities Program](#)<sup>iii</sup> (NIEOP), support to territorial food systems and food security through the [Northern Isolated Community Initiatives](#)<sup>iv</sup> (NICI) Fund, and funding provided through the Agency’s flagship program, [Inclusive Diversification and Economic Advancement in the North](#)<sup>v</sup> (IDEANorth) which invests in foundational and small-scale economic infrastructure, sector development and capacity building to help position Northerners to take advantage of Canada's innovation economy.

The mineral sector continues to be the primary economic catalyst of the territories. With targeted investments from Budget 2022 supporting northern regulatory processes and with the release of the [Canadian Critical Minerals Strategy](#)<sup>vi</sup>, the Northern mineral sector is poised for continued growth. To support and sustain such growth potential, it is essential to address structural barriers

in the territories that may hinder this progress, including infrastructure deficits and lack of exploration investments. It is equally important that consultation obligations to Indigenous peoples in the North continue to be met especially as an increasing number of development projects undergo environmental assessments. CanNor’s [Northern Projects Management Office](#)<sup>vii</sup> (NPMO), will continue to play a pivotal pathfinding and convening function with industry proponents, regulators, and Indigenous communities while also coordinating Crown consultation for federal regulators during the environmental assessment of new and expanding major projects in the territories.

As the host of [Pilimmaksaivik](#)<sup>viii</sup>, CanNor will continue its work in coordinating a whole-of-government approach to building a representative federal public service in Nunavut, as described under Article 23 of the *Nunavut Agreement*.

In addition to targeted actions in the territories, CanNor will work with other federal departments to help advance broader Government of Canada commitments, including implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act* (particularly aspects pertaining to economic development), the continued implementation of the ANPF and the advancement of the United Nations 2030 Agenda for Sustainable Development.

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

## Core responsibilities: planned results and resources, and key risks

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

### **Economic Development in the Territories**

#### **Description**

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

#### **Planning highlights**

As new and ongoing challenges and opportunities drive evolution in the territorial economies, CanNor will support and serve Northerners in helping to build strong and economically resilient communities. In 2023-24, CanNor will uphold its work to strengthen the northern workforce and support communities by catalyzing key economic sectors, encouraging economic diversification, and supporting growth and expansion of small and medium enterprises and Indigenous organizations.

#### **Departmental Result: People and Communities Participate in the Economy in the Territories**

##### **Northern Indigenous Economic Opportunities Program**

Strengthened by additional investments made through Budget 2022, CanNor’s [Northern Indigenous Economic Opportunities Program](#)<sup>ix</sup> (NIEOP) supports greater participation by northern Inuit, First Nations and Métis communities and businesses in economic opportunities. Through its [Community Readiness and Opportunities Planning](#)<sup>x</sup> (CROP) program, which funds capacity building to support participation in economic activities, NIEOP will advance opportunities for employment, income, and wealth creation. 2023-24 also marks the first full year of the reintroduction of core funding delivered to Indigenous communities through CROP – CanNor will remain committed to working directly with these communities to ensure they are positioned to take advantage of economic opportunities.

##### **Northern Isolated Community Initiatives Fund**

The [Northern Isolated Community Initiatives](#)<sup>xi</sup> (NICI) Fund supports community-led projects for local and Indigenous food production systems with an emphasis on innovative and practical solutions to increase food security across the North. Through its three program streams, NICI enhances Indigenous and northern food security by supporting local, community-led projects that reduce dependence on the southern food industry for northern communities. 2023-24 will mark

the final year of the current NICI program, after which point CanNor will continue its work with other federal and territorial partners to support solutions to food insecurity in the territories.

### **Departmental Result: Businesses are Developing in the Territories**

CanNor supports the growth and expansion of northern businesses, including small- and medium-sized enterprises, through training opportunities, advisory services, and flexible contribution programs that build capacity for businesses and communities. The objective is to encourage a competitive, diverse northern business sector with a strengthened capacity for innovation.

In 2023-24, CanNor will place an emphasis on supporting key businesses operating in priority areas of the Northern economies, including small and medium enterprises in the housing and resource sectors, and will continue to support the territorial entrepreneur and innovator ecosystem.

### **Inclusive Diversification and Economic Advancement in the North**

CanNor's flagship economic development program, [Inclusive Diversification and Economic Advancement in the North](#)<sup>xii</sup> (IDEANorth) makes foundational investments in economic infrastructure, sector development and capacity building to help position Northerners in the territories to take advantage of Canada's innovation economy. In 2023-24, CanNor will capitalize on the diverse range of economic opportunities that exist in the territories across the four IDEANorth program streams:

- **Sector & Capacity Development:** Ongoing foundational investments to advance key economic sectors with growth potential in the territories, including innovation, tourism, and fisheries.
- **Business Scale-Up and Productivity:** Providing targeted investments to small and medium enterprises, with particular focus to expanding operations in key sectors, including small and medium enterprises participating in the housing sector, infrastructure, and the critical minerals supply chain.
- **Small Scale Economic Infrastructure:** Small-scale economic infrastructure development through construction of new or improved community spaces that build the economy, and provide opportunities to enhance collaboration, foster capacity-building and encourage growth of business.
- **Economic Infrastructure Studies (large scale):** Advancing foundational economic infrastructure investments in the areas of energy, transportation, and fiber optics.

### **Regional Economic Growth Through Innovation**

The [Regional Economic Growth Through Innovation](#)<sup>xiii</sup> (REGI) program is delivered by all of Canada's RDAs, taking into consideration the unique needs of regional innovation ecosystems. REGI enables companies and the organizations that support them to benefit from targeted

investments to enhance their competitiveness and growth through technology adoption, development and adaptation, productivity improvements, and commercialization and market expansion. In 2023-24, CanNor will continue to maintain its long-term agreements with innovators and accelerators to cultivate the territorial entrepreneurial ecosystem and meet the needs of the Northern population.

### **Jobs and Growth Fund**

Announced in Budget 2021, the [Jobs and Growth Fund](#)<sup>xiv</sup> is a three-year funding envelope delivered through the RDAs to help create jobs and position local economies for long-term growth. 2023-24 will be the final year that CanNor delivers this time-limited fund, and the Agency will continue to build an inclusive economy and help small and medium enterprises, job creators and the organizations that support them to future-proof their business, build resiliency and prepare for growth.

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

At CanNor, both the [Northern Projects Management Office](#)<sup>xv</sup> (NPMO) and the regional operations teams work with industry, territorial governments, communities, Indigenous groups, and other partners to promote resource development and infrastructure projects that create economic growth and sustainable prosperity for Northerners and all Canadians.

CanNor's NPMO plays an important convener role through coordination of 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 2023-24 NPMO is expecting to oversee and ensure the adequacy of Crown consultations for 15 major projects.

As the COVID-19 pandemic has caused delays in the environmental review processes for certain major projects, NPMO will continue to work with proponents, regulatory boards and partners to address these challenges and ensure the Duty to Consult with Indigenous peoples is met. As part of its convening activity, CanNor will participate in major resource development events such as AME Roundup in Vancouver and Prospectors & Developers Association of Canada's (PDAC) International Convention and Trade show in Toronto.

## **Other Activities to Support CanNor’s Core Responsibility**

### **Pilimmaksaivik**

[Pilimmaksaivik](#)<sup>xvi</sup>, hosted within CanNor, is the Federal Centre of Excellence for Inuit Employment in Nunavut. This Centre focuses on the Government of Canada’s commitments under Article 23 of the *Nunavut Agreement* to support the objective of a representative public service in Nunavut.

In 2023-24, Pilimmaksaivik will continue to oversee special recruitment and training initiatives and deliver outreach and supports by working with partners to renew Inuit employment and training plans. While Pilimmaksaivik works toward achieving employment goals in the federal public service in Nunavut, coordinated efforts across the Government of Canada in Nunavut will also support the development of transferable skills applicable across a variety of sectors.

### **Policy and Advocacy**

Through its Policy and Advocacy program, CanNor will maintain its role as a convener of other federal departments and levels of government in the territories to facilitate economic development through the advancement of the PTGS, by supporting a green economy, by promoting diversity and inclusion, and by advancing other Government of Canada priorities. CanNor will continue to conduct and commission research in order to fill key knowledge gaps to support the implementation of the PTGS. For example, CanNor leverages its membership with the Centre for the North at the Conference Board of Canada with other leading public and private sector members to support an ambitious research agenda that facilitates informed decision-making in economic development policy initiatives.

In addition, the Agency expects to:

- Contribute to and support the work of the Department of Crown-Indigenous Relations and Northern Affairs to implement the Arctic and Northern Policy Framework;
- Support other Government of Canada departments and agencies by advocating on behalf of northern-based priorities and sharing northern knowledge and expertise that enhances the effectiveness of federal policy initiatives for the territories;
- Contribute to Indigenous economic development and reconciliation through participation in the Inuit-Crown Partnership working committees, collaboration with other RDAs to enhance supports across Inuit Nunangat, and through determination of how best to implement the National Indigenous Economic Strategy recommendations in the territories; and
- Work with federal and territorial partners to cultivate and grow the Northern innovation and entrepreneurship ecosystem through targeted supports and through CanNor’s emerging economic research stream under NIEOP, which will aim to identify economic development opportunities for territorial Indigenous community-owned development corporations, private Indigenous businesses and entrepreneurs.

## Gender-based analysis plus

CanNor operates in a region where Indigenous peoples form a significant proportion of the population (approximately 85.8% in Nunavut, 49.6% in Northwest Territories and 22.3% in the Yukon, according to Statistics Canada’s ‘Census of Population’). Given CanNor’s mandate and operating realities, programs and policies need to incorporate the experiences and realities of Indigenous peoples. The Agency delivers economic development programming in collaboration with local and regional Indigenous entrepreneurs, organizations, governments and businesses to support improved socio-economic outcomes for communities and community members.

CanNor offers a suite of economic development programs that support diverse groups, including youth, women and Indigenous peoples. CanNor also offers programs specifically for Indigenous community development in the territories such as NIEOP. These programs spur innovation, promote sustainable growth and are designed to increase the capacity of these diverse groups and individuals to fully engage in economic development opportunities within the territories.

Through these programs, CanNor continues to track and report on the labour participation rate of women and Indigenous peoples in the territories. In 2023-24, CanNor will renew its GBA+ action plan and continue to work towards a data management solution and an internal reporting structure to ensure that Agency data can be more easily managed, manipulated for reporting and shared. Furthermore, through GBA+ training and through its GBA+ Champion, CanNor will continue to support GBA+ training, initiatives, and collaboration with the GBA+ community in the Government of Canada.

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

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

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.

## Innovation

In 2023-24, CanNor will be delivering the final phase of its innovative funding program, the Northern Food Innovation Challenge, one of the streams of the Northern Isolated Community Initiatives Fund. This challenge supports community-led projects for local and Indigenous food production to help enhance food security in the territories, with the goal of spurring innovation

and highlighting new techniques. This includes social innovations or service delivery models as well as technologies to be adopted in Northern food systems. In 2023-24, up to three recipients will be provided with up to \$1 million each in Phase 2 funding to support the scale-up and deployment of their innovative food systems project. In addition, CanNor plans to participate in an innovation showcase to publicly share best practices and promote information sharing from the successful recipients.

**Key risk(s)**

The following are the key risks and response strategies associated with achieving CanNor's results on the Core Responsibility of Economic Development in the Territories:

1. *Economic Uncertainty*: With the looming threat of a global recession, economies may be forced to pivot in order to weather ongoing financial downturns. This may result in an adverse impact to Northern businesses and economic development, especially as high inflation places additional strains on an already high-cost environment.
  - CanNor will continue to monitor its suite of economic development programming, ensuring that focused support remains flexible and adaptive to the changing needs of a territorial economy impacted by global forces. This could include shifting program delivery to help Northern businesses navigate the impacts of a potential recession.
2. *Labour Shortages*: Ongoing labour shortages, coupled with an aging population, may continue to strain the Northern labour pool, resulting in delays to projects and increased competition for skilled labour.
  - CanNor will continue to make investments that support skills development in the North in order to help strengthen and increase the labour force availability for the private and public sectors and decrease dependency on labour from outside of the territories. This includes making focused investments to increase participation rates in the territories.
3. *Climate Change*: Severe weather events and other impacts of climate change continue to disrupt travel, construction, and other activities related to economic development. The territories may be uniquely impacted by this, with narrow construction seasons, fragile supply chains, and disproportionate climate disruptions potentially impacting the viability of projects and other economic development activity.
  - CanNor will continue to support investments in clean energy projects and projects that deploy green technology. These focused investments will help to mitigate the impacts of climate change in the North.

4. *Limited Economic Diversification*: An overdependence on the public service and the resource development sectors has resulted in limited economic diversification in the territories.
  - CanNor will continue to invest in other key economic sectors in the territories, including tourism, fisheries, and the cultural industries, and will continue to implement its PTGS to advance inclusive economic growth based on the unique strengths and opportunities of the territories.
5. *Uncertainty of Program Renewal*: The uncertainty of the renewal of CanNor’s flagship funding program, IDEANorth, may impact the Agency’s capacity to make long-term investments in key economic sectors in the territories.
  - CanNor is consulting with partners and stakeholders to inform a strong business case for program funding renewals focused on Northern economic needs.

## Planned results for Economic Development in the Territories

The following table shows, for Economic Development in the Territories, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
<b>People and communities participate in the economy in the territories</b>	Labour participation rate for women and Indigenous peoples in the territories	Equal or higher than the national average*	March 31, 2028	Women: 67.9% Indigenous: 58.4%	Women: 65.8% Indigenous: 53.0%	Women: 66.9% Indigenous: 59.5%
	Amount leveraged per dollar invested in community projects in the territories	1.25	March 31, 2024**	2.59	1.21	3.22
<b>Businesses are developing in the territories</b>	Number of businesses by business locations in the territories	4,000***	March 31, 2024**	4,367	4,348	4,163
	Number of investments in clean tech projects supported by CanNor in the territories	10****	March 31, 2024	14	12	17
<b>Efficient and predictable environmental review process in the territories</b>	Number of companies provided advisory services (Pathfinder) including issues management and support in the environmental assessment and governance processes in the territories	40	March 31, 2024	29	21	42
	Percent of environmental assessments in the territories that are completed within the scheduled time frame	100%	March 31, 2024	100%	100%	87.5%

\* National averages as of the time this target was set in 2022-23, i.e., Indigenous participation rate of 63.8% and women participation rate of 60.8%.

\*\* These target dates were extended only one year due to anticipated economic uncertainty in Canada.

\*\*\* This revision to the target reflects anticipation of business closure caused by broader economic uncertainty in Canada. These will be revised in the 2024-25 Departmental Plan as the certainty of economic conditions permit.

\*\*\*\* This revised target reflects intention to concentrate support to clean tech projects with the greatest potential of deployment within the target timeline.

The financial, human resources and performance information for the Canadian Northern Economic Development Agency’s program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

### Planned budgetary spending for Economic Development in the Territories

The following table shows, for Economic Development in the Territories, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
73,758,232	73,758,232	44,825,188	44,825,188

Note: The decrease in planned spending in 2024–25 is mainly due to the expiry of budgetary spending authorities for the IDEANorth program and the Northern Isolated Communities Initiatives Fund (NICI). Sunsetting funding is subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

Financial, human resources and performance information for the Canadian Northern Economic Development Agency’s program inventory is available on [GC InfoBase](#).<sup>xviii</sup>

### Planned human resources for Economic Development in the Territories

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
94	79	79

Note: The decrease in planned full-time equivalents in 2024–25 is mainly due to the expiry of budgetary authorities for the IDEANorth program and the Northern Isolated Communities Initiatives Fund. Sunsetting funding is subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

Financial, human resources and performance information for the Canadian Northern Economic Development Agency’s program inventory is available on [GC InfoBase](#).<sup>xix</sup>



## Internal services: planned results

### Description

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

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

### Planning highlights

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

- Complete an internal services review currently underway focused on Corporate Services and the Corporate Secretariat to better position itself for the needs of the future;
- Standardize its IT equipment and services and update IM/IT operational procedures to better align with requirements;
- Complete work plans based on our newly developed Inclusion, Equity, Diversity and Accessibility Plan to advance the Agency’s commitments to a healthy, diverse and innovative workplace in support of government-wide priorities;
- Work with partner departments (including PSPC) to set up a new physical space for the Pilimmaksaivik (*Federal Centre of Excellence for Inuit Employment in Nunavut*) that will be more accessible to the public; and
- Review and complete core control self-assessments with the goal of improving our financial management and procurement processes.

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

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

### **Planning for Contracts Awarded to Indigenous Businesses**

As a Phase 3 department, CanNor is providing a high-level summary of measures planned for the achievement of the mandatory minimum target of 5% by no later than fiscal year 2024–25. As per its Procurement Strategy for Indigenous Business, CanNor will maximize the participation of, and benefit to Indigenous people, businesses and communities. The Agency will continue to implement measures to meet the requirements of the Directive on Government Contracts, Including Real Property Leases, to provide reasonable support and assistance to Inuit firms to enable them to compete for government contracts, while supporting Green Procurement.

CanNor is outsourcing its procurement services through a Memorandum of Understanding with Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). In collaboration with CIRNAC, CanNor will examine planned procurements to identify opportunities for Indigenous businesses, support the participation of Indigenous business to compete for contract awards, and contribute to the enhancement of oversight, planning and reporting mechanisms specific to Indigenous procurement. Working with CIRNAC, CanNor will ensure that reports on performance against the mandatory minimum target have been approved by the department’s deputy head and submitted to Indigenous Services Canada within six months after fiscal year-end.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	N/A*	N/A*	13.4%

\*While CanNor has had contracts with Indigenous businesses in previous fiscal years, it hasn’t been tracked and reported on through its Departmental reports until now.

### Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
7,674,630	7,674,630	5,978,872	5,978,872

Note: The decrease in planned spending for internal services in 2024-25 is mainly due to the expiry of budgetary spending authorities for the IDEANorth program. Sunsetting funding is subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

### Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
31	28	28

Note: The decrease in planned full-time equivalents in 2024-25 is mainly due to the expiry of budgetary authorities for the IDEANorth program. Sunsetting funding is subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.



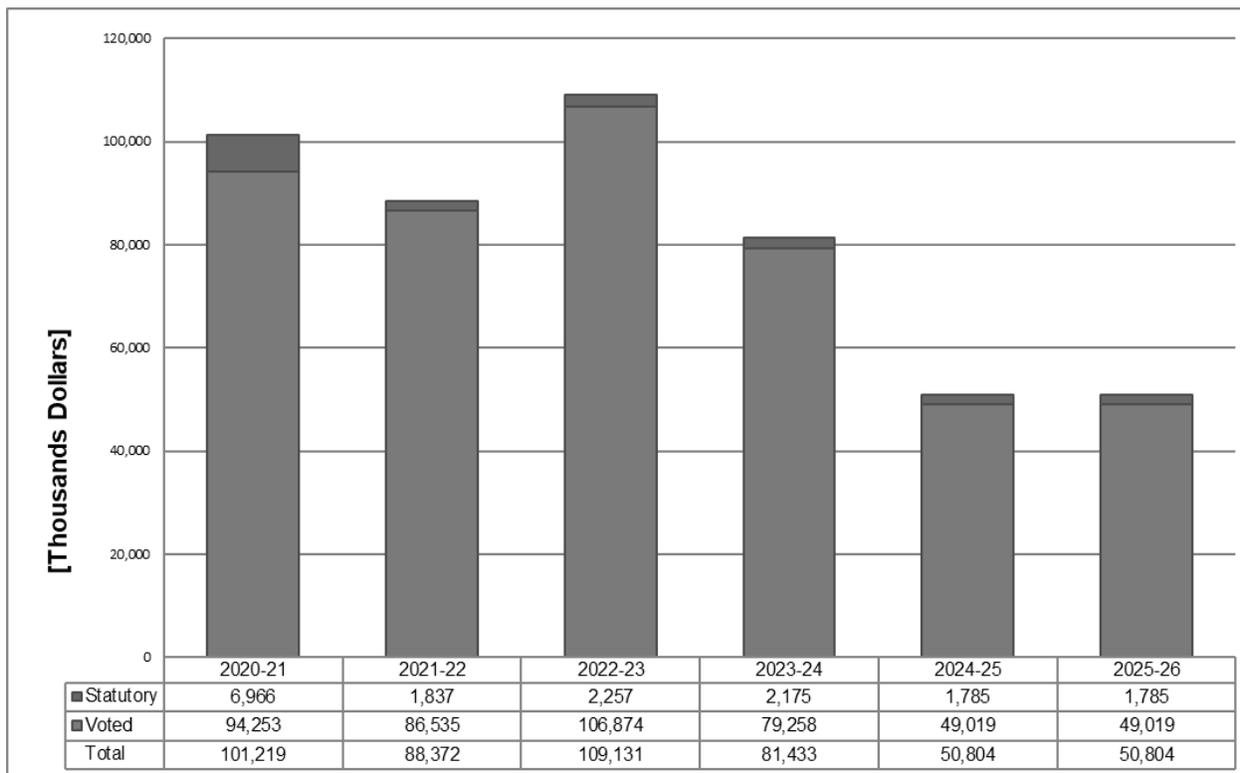
## Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

### Planned spending

#### Departmental spending 2020–21 to 2025–26

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



In 2021-22, actual expenditures reflect a decrease of \$11.9 million due to the spending to address economic impact of the COVID-19 pandemic being less than expected.

Some pandemic-specific funding measures continue to be reflected in forecast and planned spending, though the sunseting of said funding measures, the Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association (up to \$6.4 million), the Northern Adult Basic Education Program (\$4.9 million), the Northern Isolated Community Initiatives Fund (\$3 million), and the expiration of the spending authorities for the IDEANorth program, account for the majority of the net decrease in planned spending through 2024-25.

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

The following table shows information on spending for each of the Canadian Northern Economic Development Agency's core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Economic Development in the Territories	92,172,174	80,292,203	101,228,150	73,782,232	73,758,232	44,825,188	44,825,188
<b>Subtotal</b>	<b>92,172,174</b>	<b>80,292,203</b>	<b>101,228,150</b>	<b>73,782,232</b>	<b>73,758,232</b>	<b>44,825,188</b>	<b>44,825,188</b>
Internal services	9,047,110	8,079,311	7,902,499	7,674,630	7,674,630	5,978,872	5,978,872
<b>Total</b>	<b>101,219,284</b>	<b>88,371,514</b>	<b>109,130,649</b>	<b>81,432,862</b>	<b>81,432,862</b>	<b>50,804,060</b>	<b>50,804,060</b>

Note: The total expenditures and forecast spending for fiscal years 2020–21 to 2022–23 fiscal year include all Parliamentary appropriation sources: Main Estimates, Supplementary Estimates, and funding from various Treasury Board votes. For the 2022–23 to 2024–25 fiscal years, total planned spending does not include funding through Supplementary Estimates and carry-forward adjustments.

Economic Development in the Territories experiences the greatest variability in actual expenditures, forecast, and planned spending relevant to the current planning year. In 2021–22, the actual expenditure decreased mainly due to spending to address the economic impact of the COVID-19 pandemic being less than expected.

The decrease in the 2022–23 and 2023–24 forecast and planned spending is mainly due to expiration of budgetary authorities in 2023–24 for Budget 2021 programs, such as the Tourism Relief Fund, Jobs and Growth Fund and Canada Community Revitalization Fund, meant to support economies in rebounding from the impacts of the pandemic. In addition, two more initiatives will be sunsetting in 2023–24: the Northern Adult Basic Education Program and the Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association.

The decrease in planned spending in 2024–25 is mainly due to the expiry of budgetary authorities for the IDEANorth program and the Northern Isolated Communities Initiatives Fund. Sunsetting funding is subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Canadian Northern Economic Development Agency’s core responsibilities and for its internal services for 2023–24 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Economic Development in the Territories	80	79	97	94	79	79
<b>Subtotal</b>	<b>80</b>	<b>79</b>	<b>97</b>	<b>94</b>	<b>79</b>	<b>79</b>
Internal services	29	31	34	31	28	28
<b>Total</b>	<b>109</b>	<b>120</b>	<b>131</b>	<b>125</b>	<b>107</b>	<b>107</b>

Note: The increases in actual and forecast full-time equivalents are largely due to additional resources received, new staff hiring to deliver on Budget 2019 & 2021 initiatives, and other existing programs. The decrease in planned full-time equivalents through 2023-24 is mainly due to the sunseting of Budget 2019 and Budget 2021 initiatives, as well as the IDEANorth program and “A Food Policy for Canada” - Northern Isolated Communities Initiative sunseting at the end of 2023-24. Sunseting funding is subject to government decisions to extend, reduce, or enhance funding. Outcomes of such decisions would be reflected in the Agency's future budget exercises and Estimates documents.

## Estimates by vote

Information on the Canadian Northern Economic Development Agency’s organizational appropriations is available in the [2023–24 Main Estimates](#).<sup>xx</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Canadian Northern Economic Development Agency’s operations for 2022–23 to 2023–24.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [Canadian Northern Economic Development Agency’s website<sup>xxi</sup>](#).

Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	105,588,383	77,820,057	(27,768,326)
Total revenues	18,552	9,894	(8,658)
Net cost of operations before government funding and transfers	105,569,831	77,810,163	(27,759,668)

The variance between 2022-23 forecast and 2023-24 planned results is primarily due to the expiration of budgetary authorities in 2023-24 for Budget 2021 programs, such as the Tourism Relief Fund, Jobs and Growth Fund and Canada Community Revitalization Fund, meant to support economies in rebounding from the impacts of the pandemic. In addition, two more initiatives will be sunsetting in 2023-24: the Northern Adult Basic Education Program and the Inuit Impact Benefit Agreement with the Qikiqtani Inuit Association.

## Corporate information

### Organizational profile

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

**Institutional head:** Paula Isaak, President

**Ministerial portfolio:** Canadian Northern Economic Development Agency

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

**Year of incorporation / commencement:** 2009

### Raison d'être, mandate and role: who we are and what we do

Information on the Canadian Northern Economic Development Agency's raison d'être, mandate and role is available on the [Canadian Northern Economic Development Agency's website](#).<sup>xxiii</sup>

Information on the Canadian Northern Economic Development Agency's mandate letter commitments is available in the [Minister's mandate letter](#).<sup>xxiv</sup>

### Operating context

Information on the operating context is available on the [Canadian Northern Economic Development Agency's website](#).<sup>xxv</sup>

## Reporting framework

The Canadian Northern Economic Development Agency’s approved departmental results framework and program inventory for 2023–24 are as follows:

Departmental Results Framework	<b>Core Responsibility:</b> Economic Development in the Territories		Internal Services	
	<b>Departmental Result:</b> People and communities participate in the economy in the Territories	<b>Indicator:</b> Labour participation rate for women and Indigenous peoples in the Territories		
		<b>Indicator:</b> Amount leveraged per dollar invested in community projects in the Territories		
	<b>Departmental Result:</b> Business are developing in the Territories	<b>Indicator:</b> Number of businesses by business locations in the Territories		
		<b>Indicator:</b> Number of investments in clean tech projects supported by CanNor in the Territories		
	<b>Departmental Result:</b> Efficient and Predictable Environmental Review process in the Territories	<b>Indicator:</b> Number of companies provided advisory services (Pathfinder) including issues management and support in the environmental assessment and governance processes in the Territories		
		<b>Indicator:</b> Percentage of environmental assessments in the Territories that are completed within the scheduled time frame		
	Program Inventory	<b>Program:</b> Community Development		
		<b>Program:</b> Business Development		
<b>Program:</b> Policy and Advocacy				
<b>Program:</b> Northern Projects Management				

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to for the Canadian Northern Economic Development Agency’s Program Inventory is available on [GC InfoBase](#).<sup>xxvi</sup>

## Supplementary information tables

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

- ▶ [Details on transfer payment programs](#)<sup>xxvii</sup>
- ▶ [Gender-based analysis plus](#)<sup>xxviii</sup>
- ▶ [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals](#)<sup>xxix</sup>

## Federal tax expenditures

The Canadian Northern Economic Development Agency’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](#).<sup>xxx</sup> 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.

## Organizational contact information

### Mailing address

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Canada

**Telephone:** 1-855-897-2667

**Email:** [infonorth-infonord@cannor.gc.ca](mailto:infonorth-infonord@cannor.gc.ca)

**Website(s):** [Canadian Northern Economic Development Agency Website](#)



## Appendix: definitions

### **appropriation (crédit)**

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

### **budgetary expenditures (dépenses budgétaires)**

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

### **core responsibility (responsabilité essentielle)**

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

### **Departmental Plan (plan ministériel)**

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

### **departmental result (résultat ministériel)**

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

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

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

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

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

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

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

### **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 2023–24 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.

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**horizontal initiative (initiative horizontale)**

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

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

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

**performance (rendement)**

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

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

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

**program (programme)**

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

**program inventory (répertoire des programmes)**

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

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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



## Endnotes

- i Pan-Territorial Growth Strategy: Working together for a better future, <https://www.cannor.gc.ca/eng/1562247400962/1562247424633>
- ii Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/1560523330587>
- iii Northern Indigenous Economic Opportunities Program (NIEOP), <https://www.cannor.gc.ca/eng/1385486556734/1385486648146>
- iv Northern Isolated Community Initiatives (NICI) Fund, <https://www.cannor.gc.ca/eng/1608663726079/1608663750441>
- v Inclusive Diversification and Economic Advancement in the North (IDEANorth), <https://www.cannor.gc.ca/eng/1385477070180/1385477215760#chp1>
- vi The Canadian Critical Minerals Strategy, <https://www.canada.ca/en/campaign/critical-minerals-in-canada/canadian-critical-minerals-strategy.html>
- vii Northern Projects Management Office (NPMO), <https://www.cannor.gc.ca/eng/1370267347392/1370267428255>
- viii Pilimmaksaivik, <https://www.cannor.gc.ca/eng/1609971309694/1609971334755>
- ix Northern Indigenous Economic Opportunities Program (NIEOP), <https://www.cannor.gc.ca/eng/1385486556734/1385486648146>
- x Community Readiness and Opportunities Planning (CROP), <https://www.cannor.gc.ca/eng/1396121900938/1396122167871>
- xi Northern Isolated Community Initiatives (NICI) Fund, <https://www.cannor.gc.ca/eng/1608663726079/1608663750441>
- xii Inclusive Diversification and Economic Advancement in the North (IDEANorth), <https://www.cannor.gc.ca/eng/1385477070180/1385477215760>
- xiii Regional economic growth through innovation (REGI), <https://www.cannor.gc.ca/eng/1544468675997/1544468795408>
- xiv Jobs and Growth Fund, <https://www.cannor.gc.ca/eng/1626088661324/1626088710357>
- xv Northern Projects Management Office (NPMO), <https://www.cannor.gc.ca/eng/1370267347392/1370267428255>
- xvi Pilimmaksaivik, <https://www.cannor.gc.ca/eng/1609971309694/1609971334755>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xx 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxi Canadian Northern Economic Development Agency, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- xxii. Public Service Rearrangement and Transfer of Duties Act, <https://laws.justice.gc.ca/eng/acts/P-34/>
- xxiii. Canadian Northern Economic Development Agency, <https://www.cannor.gc.ca/eng/1575468291053/1575468309084>
- xxiv. Minister’s Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-northern-affairs-minister-responsible-prairies-economic>
- xxv Operating Context, <https://www.cannor.gc.ca/eng/1674054701467/1674054718352>
- xxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

- xxvii Details on Transfer Payment Programs,  
<https://www.cannor.gc.ca/eng/1674054221979/1674054240075>
- xxviii Gender-based analysis plus,  
<https://www.cannor.gc.ca/eng/1674054374024/1674054393116>
- xxix United Nations 2030 Agenda and the Sustainable Development Goals,  
<https://www.cannor.gc.ca/eng/1674054022000/1674054038271>
- xxx Report on Federal Tax Expenditures,  
<https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>