

Management Response and Action Plan

Evaluation of the Strategic Investments in Northern Economic Development Program

Recommendations	Actions	Responsible Manager (Title / Sector)	Planned Start and Completion Dates
1. Implement two application intake periods throughout the year for designated amounts	<p>Partially agree.</p> <p><i>Preamble - While the Agency agrees that the program application intake process can benefit from improvements and that two intake periods may be appropriate in some circumstances, other variables also need to be taken into account. The program proposes to broaden the scope of the potential improvements and examine other considerations that are important for the program (e.g. quality project proposals) as well as the funding applicants (e.g. effective access to funding).</i></p>		
	1. Conduct a scan of approaches (e.g. continuous intake, specific intake dates, mixed approaches, one-step vs two-step intake, etc.) used to solicit funding applications and summarize their respective advantages and disadvantages, as well as the circumstances in which they each yield the best results.	Director General, Operations	<p><i>Start date:</i> December 2017</p> <p><i>Completion:</i> June 2018</p>
	2. Based on those findings, tailor and implement an improved application intake process to enhance the quality of the funded projects while supporting equitable access to, and effective use of, program funds in each of the northern territories.	Director General, Operations	<p><i>Start date:</i> February 2018</p> <p><i>Completion:</i> September 2018</p>

2. Develop longer funding agreements or program A-base funding to allow long-term project funding	<p>Agree.</p> <p>Preamble - <i>The Agency agrees that in recent years, uncertainty about the future of SINED funding has limited the program's ability to support long-term economic development projects and their planning.</i></p> <p><i>In light of Budget 2018 which confirmed ongoing funding for SINED, the Agency is now better positioned to support longer-term project funding.</i></p>		
	3. Within the financial and time parameters of a renewed program and its terms and conditions, the Agency will tailor program materials to allow longer term funding to projects, when appropriate.	Co-Lead Director General, Policy and Planning Director General, Operations	<p><i>Start date:</i> March 2018</p> <p><i>Completion:</i> September 2018</p>
3. Develop more defined funding guidelines to ensure more consistent understanding of eligible projects across the territories	<p>Agree.</p> <p>Preamble - <i>The Agency agrees that it is important for CanNor funding recipients and staff to have a consistent understanding of the program while allowing for deliberate flexibility and tailoring to meet the economic development needs of each of the territories and, where appropriate, of the specific project and funding recipient circumstances.</i></p>		
	4. Update and clarify common program guidelines intended for potential funding recipients and CanNor staff.	Director General, Operations	<p><i>Start date:</i> December 2017</p> <p><i>Completion:</i> September 2018</p>
	5. Offer joint training to CanNor program staff on updated program guidelines.		<p><i>Start date:</i> July 2018</p> <p><i>Completion:</i> September 2018</p>
	6. Establish a Pan-Territorial Manager's Committee to ensure a consistent approach to the assessment and recommendation of projects across all three territories before they enter the formal assessment and recommendation process.		<p><i>Start date:</i> March 2018</p> <p><i>Completion:</i> September 2018</p>

4. Review and define the Performance Measurement Indicators to make them more appropriate	Agree.		
	7. Review and define updated program performance measurement indicators (Performance Information Profile) that align with the objectives and expected results of the program and the Departmental Results Framework (DRF), while taking into account the diversity of projects funded under the program (e.g. project objectives, overall budgets, duration, complexity, etc.), as well as common indicators for Regional Development Agencies.	Co-lead Director General, Policy and Planning and Director General, Operations	<i>Start date:</i> January 2018 <i>Completion:</i> September 2018
5. Develop a reporting template to support consistent reporting and easier tracking of SINED outputs	Agree.		
	8. Update the program's project reporting template(s) for funded projects based on updated program Performance Information Profile (PIP) and common performance indicators for Regional Development Agencies.	Co lead Director General, Operations and Director General, Policy and Planning	<i>Start date:</i> May 2018 <i>Completion:</i> September 2018
	9. Implement new reporting template(s) with funding recipients and provide training to CanNor funding recipients and program officers using a user-friendly and efficient process that insures the collection of relevant and quality data.	Director General, Operations	<i>Start date:</i> September 2018 <i>Completion:</i> December 2018
6. Develop a database to track project outputs and outcomes by region	Agree. <i>Preamble – In collaboration with other Regional Development Agencies (RDAs), CanNor is currently contributing to the design and early development of the Grants and Contributions Program Management (GCPM) system to collect and manage information from funded projects, including project outputs and outcomes.</i>		
	10. While the GCPM system is being developed, identify and develop options for a consistent pan-territorial interim solution (e.g. strengths, weaknesses, cost considerations, etc.) to track project outputs and outcomes by region.	Director General, Operations	<i>Start Date:</i> May 2018 <i>Completion:</i> August 2018
	11. Implement interim solution to track project outputs and outcomes by region, taking into account early design parameters of the pan-RDA GCPM system.		<i>Start Date:</i> September 2018 <i>Completion:</i> September 2019

7. Consider delegating levels of approval to increase efficiency of the approval process	Agree. Preamble – <i>The Agency agrees that an efficient project approval process is important to support timely decisions about potential projects.</i>		
	12. Using a representative sample of approved SINED projects, identify areas for improvements by conducting an empirical review of the timelines associated with project intake, review and approval. Based on those findings, improve processes to address efficiencies.	Director General, Operations	<i>Start Date:</i> March 2018 <i>Completion:</i> December 2018
8. Consider allowing approved project funds to be rolled over from one year to the next if they are not expensed in the year allocated	Agree. Preamble – <i>The Agency agrees that in certain circumstances, allowing unused project funds to be rolled over from one year to the next can be appropriate under the Directive on Transfer Payments and that it provides additional flexibility to certain funding recipients.</i>		
	13. Within the parameters of relevant Treasury Board policies and directives, identify mechanisms currently available to provide funded projects additional flexibility at the end of fiscal years and prepare internal guidance as to when the use these mechanisms is appropriate, or not appropriate, with CanNor funding recipients.	Co-lead Chief Financial Officer Director General, Operations	<i>Start Date:</i> March 2018 <i>Completion:</i> September 2018
	14. Assess the applicability of Appendix K (Transfer Payments for Aboriginal Recipients) of Treasury Board's Directive on Transfer Payments to the program's Indigenous funding recipients and develop options for decision and implementation.	Co-lead Director General, Policy and Planning Director General, Operations	<i>Start Date:</i> March 2018 <i>Completion:</i> June 2018
	15. Implement Agency decision and, if appropriate, update program's terms and conditions and new contribution agreements for SINED Indigenous funding recipients.	Co-lead Director General, Policy and Planning Director General, Operations	<i>Start Date:</i> July 2018 <i>Completion:</i> June 2019