

Natural Sciences and Engineering Research Council of Canada

2023–24

Departmental Plan

The Honourable François-Philippe Champagne,
P.C., M.P.
Minister of Innovation, Science and Industry



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Table of contents

From the Minister	1
From the President.....	3
Plans at a glance.....	5
Core responsibilities: planned results and resources	7
Internal services: planned results.....	17
Planned spending and human resources	21
Planned spending	21
Planned human resources	23
Estimates by vote.....	23
Future-oriented condensed statement of operations.....	24
Corporate information.....	25
Organizational profile	25
Raison d'être, mandate and role: who we are and what we do.....	25
Operating context.....	25
Reporting framework.....	26
Supplementary information tables.....	27
Federal tax expenditures	27
Organizational contact information	27
Appendix: definitions	29
Endnotes	33

From the Minister

In 2023–24, the Natural Sciences and Engineering Research Council (NSERC) will continue working with the ISED Portfolio and other federal partners to position Canada as a global innovation leader by fostering competitive, sustainable and inclusive growth. The 2023–24 Departmental Plan lays out the key priorities the agency is working to advance for the benefit of all Canadians.

NSERC’s funding will provide the foundation to support research excellence that strengthens Canada, to expand, diversify, and nurture Canada’s talent pool, to translate discovery into impact, and to mobilize knowledge on a global scale. NSERC will continue to advance important files such as: research on climate change, quantum research, research security, international collaborations, open science, and Indigenous research. This will help transform Canada into a global sustainability leader with a robust innovation economy and a dynamic research culture. NSERC will continue to implement equity, diversity and inclusion considerations into programs to address barriers to equitable and inclusive access to its funding opportunities.

Together with Canadians of all backgrounds, generations, and in every corner of the country, we are building a strong culture of innovation to prepare Canada for the economy of the future.

To that end, I am pleased to present the 2023-24 Departmental Plan for NSERC.



The Honourable François-Philippe Champagne

Minister of Innovation, Science and Industry

From the President

It is my pleasure to present NSERC's 2023-24 Departmental Plan. NSERC is Canada's largest funder of science and engineering, with a sterling international reputation thanks to our unwavering support for research excellence. As an enabler, a convener and a promoter of discovery and innovation, NSERC helps researchers achieve impact where breakthroughs are most needed and steer innovation for the public good. NSERC helps forge invaluable collaborations that generate new perspectives, drive commercialization and lead to advancements that benefit Canada and the world.

In 2023-24, our organization embarks with a renewed vision to enable Canadian science and engineering endeavours to realize their greatest potential.



Prof. Alejandro Adem, FRSC
President

In autumn of 2022, NSERC launched its new strategic plan, *NSERC 2030: Discovery. Innovation. Inclusion*. For over a year, we held discussions with key research leaders, gathered responses to a series of public discussion papers, and organized open-invite consultations and focus groups. We received an enormous amount of feedback and guidance from researchers, students, partners, and experts and let their aspirations inform our new plans for supporting a talented, diverse, competitive, and impactful research ecosystem.

NSERC's Departmental Plan for the coming year details our objectives and intended results for putting our new strategy into action. It aims to build on the strengths of our research community, extend Canada's global research network, expand the membership of its ranks, and encourage growth and success within NSERC and among the next generation of discoverers and innovators.

Researchers, businesses and governments are part of a global knowledge network and NSERC recognizes the profound impact that international collaboration can have on research outcomes. In 2023-24, we are expanding these partnerships to help scientists and engineers bring the greatest benefit to Canada while harnessing global expertise that advances the work of Canada's researchers.

NSERC is advancing a diverse and inclusive research community that expands the talent pool, welcomes researchers with a range of expertise, finds common space for mutually respectful exploration and decolonizes research practices to support First Nations-, Inuit- and Métis-led knowledge creation and innovation. We are also building on our excellent track record to enhance science literacy across Canada and provide critical support for programs that increase youth participation in STEM activities.

To deliver on the priorities laid out in this departmental plan, NSERC’s workforce is embracing a modern, healthy, inclusive and accessible culture. Our new net-zero Ottawa headquarters, located on Algonquin Anishinaabe territory in one of the country’s most sustainable developments, relies on zero-carbon energy sources and a technology-enabled hybrid work model that puts productivity and work-life balance at the forefront, enabling us to access a broader pool of talent from across Canada and reduce emissions associated with commuting and travel.

As we look to 2023-24 and beyond, NSERC stands poised to take on the challenges and opportunities that lay between us and our vision for a curiosity-driven culture, an innovative economy, and an inclusive research community that creates a strong and prosperous future for Canada.

Plans at a glance

In 2023-24, NSERC will continue to support the Minister of Innovation, Science and Industry to improve economic growth. NSERC will support the whole-of-government effort to reduce emissions, create clean jobs and address the climate-related challenges communities are already facing. NSERC will also work to support the Minister to safeguard Canada's world-leading research ecosystem and to build a brighter future through continued collaboration, engagement, and the use of science and evidence-based decision-making.

Canada's natural sciences and engineering research is internationally competitive

Over the course of 2023-24, NSERC will continue to advance the international competitiveness of Canada's natural sciences and engineering research. Key planning highlights include:

- Initiate a multi-year project to modernize the [Discovery Research Program](#)ⁱ to ensure it continues to provide a broad base of research funding with maximum impact.
- Promote research excellence through:
 - the adaptation of NSERC's programs and processes to deliver on our commitment to the [San Francisco Declaration on Research Assessment](#)ⁱⁱ (DORA), thereby encouraging assessments that consider and value a broad range of contributions to research, training and mentoring.
 - the implementation of Equity, Diversity and Inclusion (EDI) considerations into our programs, building on the new [NSERC Guide on integrating EDI considerations into research](#)ⁱⁱⁱ.
- Develop a comprehensive and long-term strategy for Indigenous (First Nations, Métis and Inuit) engagement that will support NSERC in carrying out work related to several Indigenous research priorities.

Canada has a pool of diverse and highly skilled people in the natural sciences and engineering

NSERC will continue to support the growth and development of a pool of diverse and highly skilled people in the natural sciences and engineering. Key planning highlights include:

- Working with the Canadian Institutes of Health Research (CIHR) and the Social Sciences and Humanities Research Council (SSHRC) on the development of the [Canada Research Coordinating Committee's](#)^{iv} Tri-Agency Training Strategy.
- Use the [Indigenous Scholars Awards and Supplements Pilot Initiative](#)^v to increase the number of awards offered to Indigenous applicants.
- Provide additional awards to meritorious Black students and fellows as a means to addressing barriers to equitable participation.
- Deliver [PromoScience grants](#)^{vi}, with a sustained focus on science teachers and on underrepresented groups such as girls and Indigenous youth, which will reach an estimated one million young Canadians in 2023-24.

Canada’s natural sciences and engineering research knowledge is used

Through its Research Partnerships, NSERC will continue to mobilize knowledge generated through the transformation of Canada’s Natural Sciences and Engineering (NSE) research into results for the benefit of all Canadians. Key planning highlights to achieve this outcome include:

- In collaboration with SSHRC and Agriculture and Agri-Food Canada (AAFC), fund [Alliance grants](#)^{vii} to support fundamental and applied research, knowledge transfer, and related activities to support transformative science that will transition the agriculture sector to a net-zero emissions economy for 2050.
- Support the implementation of the National Quantum Strategy through funding opportunities that build on NSERC’s sustained support in quantum research, which include [Alliance Quantum grants](#)^{viii}, [Alliance International Quantum grants](#)^{ix}, [Alliance Consortia Quantum grants](#)^x and [Collaborative Research and Training Experience](#)^{xi} (CREATE) grants.
- Support multisectoral partnerships that accelerate the application of research results for social, environmental, and economic benefits through the launch of new joint initiatives within the [Alliance](#)^{xii} and the [College and Community Innovation](#)^{xiii} (CCI) funding opportunities that connect federal support to regional and provincial support.
- Initiate the development of the NSERC Open Science Framework and Action Plan, to promote Open Science principles that encourage knowledge sharing and data access while respecting Indigenous data sovereignty.

For more information on NSERC’s plans, see the “Core responsibilities: planned results and resources” of this plan.

Core responsibilities: planned results and resources

This section contains information on the department’s planned results and resources for each of its core responsibilities.

Funding Natural Sciences and Engineering Research and Training

Description

The Natural Sciences and Engineering Research Council of Canada (NSERC), through grants, fellowships and scholarships, promotes and supports research and research training in the natural sciences and engineering to develop talent, generate discoveries, and support innovation in pursuit of economic and social outcomes for Canadians.

Planning highlights

Departmental Result: Canada’s natural sciences and engineering research is internationally competitive.

In 2023-24, NSERC will continue to support COVID-19 measures introduced in 2020-21, including the one-year extension with funds offered to recipients of [Discovery Grants](#)^{xiv}, [Subatomic Physics Discovery Grants](#)^{xv} (Individual, Project, Major Resources), [Northern Research Supplements](#)^{xvi} and [Discovery Development Grants](#)^{xvii} to lessen the COVID-19 impacts on researchers and highly qualified personnel.

NSERC’s programming will continue to prioritize the curiosity-driven pursuits at the core of all scientific advancements. Discovery research is evolving, and NSERC must keep pace to continue providing effective research funding. This means modernizing program design and peer review to support Canada’s Natural Sciences and Engineering (NSE) research into the future, easing burdens on researchers so they can focus on discovery. In 2023-24, NSERC will initiate a multi-year project to modernize the [Discovery Research Program](#)^{xviii} to ensure it continues to provide a broad base of research funding with maximum impact. The first phase of this initiative will focus on designing elements to achieve this goal in consultation with key stakeholders. In 2023-24, the [Discovery Horizons](#)^{xix} pilot will be continued and approaches for supporting interdisciplinary research will be considered as part of the Discovery Research Program modernization project.

International collaboration enables Canadian researchers to keep abreast of the latest research results and to leverage international research capacity. It is expected that, by the end of 2023-24, 47% of NSERC-funded research will involve international collaboration. Following a design and delivery evaluation of [Alliance grants](#)^{xx}, and extensive stakeholder engagement, in 2023-24, NSERC will also update the [Alliance International](#)^{xxi} funding opportunity to better align with the needs of the research community in building and developing international partnerships. The update will clarify Alliance International objectives and requirements, simplify processes, and facilitate opportunities to leverage its support for partnerships with other international funding organizations.

To continue providing effective research funding, NSERC will also adapt programs and processes to deliver on its commitment to the [San Francisco Declaration on Research Assessment^{xxii}](#) (DORA). NSERC will continue encouraging research assessments that consider and value a broad range of contributions to research, training and mentoring and that focus on the quality and impact of each contribution, as described in the revised [Guidelines on the assessment of contributions to research, training and mentoring^{xxiii}](#).

In 2023-24, NSERC will continue to implement equity, diversity and inclusion (EDI) considerations into programs and will develop a roadmap for implementation, building on the new [NSERC Guide on integrating EDI considerations into research^{xxiv}](#). This work aligns with ongoing implementation of the [Tri-Agency EDI Action Plan^{xxv}](#) (2018-2025) that aims to increase equitable and inclusive access to granting agency funding opportunities and to influence the achievement of an inclusive post-secondary research system and culture in Canada.

In 2023-24, NSERC will develop a comprehensive and long-term strategy for Indigenous (First Nations, Métis and Inuit) engagement that will support the work related to several Indigenous research priorities. The strategy will align with the tri-agency Strengthening Indigenous Research Capacity strategy; legislation for the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples^{xxvi}](#) (Bill C-15) and the [Inuit Nunangat Policy^{xxvii}](#).

In 2023-24, NSERC will identify administrative barriers that are impeding Indigenous organizations from receiving and administering NSERC funds to broaden their access to NSERC's programs. NSERC will propose options to its policies and guidelines allowing for the expansions of funding eligibility to Indigenous organizations and engage with Indigenous advisory bodies to evaluate these options.

Departmental Result: Canada has a pool of diverse and highly skilled people in the natural sciences and engineering.

NSERC's ongoing delivery of its suite of scholarships and fellowships supports valuable research training opportunities for students and postdoctoral fellows, which helps them prepare for careers within and outside of academia. NSERC will provide flexibility for trainees seeking employment-focused programs that fit their chosen career paths, while encouraging the development of transferable skills that will benefit society. A robust research enterprise depends on a vibrant and diverse population of trainees. To achieve greater diversity among researchers, we must ensure that diversity is nurtured at every level of education.

In 2023-24, NSERC will support at least 6,700 students and postdoctoral fellows through scholarships and fellowships and invest at least \$420 million in domestic and international student training through grants. NSERC will continue to work with CIHR and SSHRC on the development of the [Canada Research Coordinating Committee's^{xxviii}](#) Tri-Agency Training Strategy. The strategy's vision is to support, inspire and empower the next generation of leaders,

within and beyond the research ecosystem, for the benefit of Canada. The mission is to develop and deliver an innovative, equitable and effective suite of scholarship and fellowship funding opportunities in support of a diverse base of trainees.

Indigenous students are underrepresented within NSERC’s graduate scholarship funding opportunities. In 2023-24, NSERC will use the [Indigenous Scholars Awards and Supplements Pilot Initiative](#)^{xxix} to increase the number of awards offered to Indigenous applicants. This one-year pilot will leverage the [Canada Graduate Scholarships Master’s program](#)^{xxx} competition by awarding all meritorious Indigenous applicants with a scholarship and a supplement.

Black scholars are largely underrepresented as recipients of NSERC’s scholarship and fellowship funding. Budget 2022 has provided funds to increase the number of Black research trainees directly supported by the three federal granting agencies’ scholarships and fellowships programs. In 2023-24, NSERC will provide additional awards to meritorious Black students and fellows to address barriers to equitable participation.

As a response to the recommendations of the 2021 [Chairs for Women in Science and Engineering](#)^{xxxi} (CWSE) evaluation, in 2023-24, NSERC will pilot the [Chairs for Inclusion in Science and Engineering](#)^{xxxii} (CISE) and the first team of three CISE chairholders will be awarded. CISE builds on the successful CWSE, continuing to promote the participation and retention of women in science and engineering, while expanding to further address issues faced by a broader range of underrepresented groups.

NSERC published its first [accessibility plan](#)^{xxxiii} in December 2022 as a requirement of the [Accessible Canada Act](#)^{xxxiv}. In 2023-24, NSERC will identify priorities and plan key activities related to the design and delivery of programs and services. This work will contribute to increasing the pool of highly skilled people in the NSE and to achieving a barrier-free Canada by 2040.

Through the delivery of the [Collaborative Research and Training Experience](#)^{xxxv} (CREATE) funding opportunity, NSERC will award \$26.9 million to enhance opportunities for research trainees to develop technical and professional skills, and to gain experience in enriched and varied research environments, including work-integrated learning. CREATE will also continue to support international and multidisciplinary research training through partnership with the German Research Foundation (DFG), and to involve researchers from the social and health sector.

Through its continued national leadership, NSERC is promoting science, technology, engineering and mathematics understanding among young Canadians to encourage them to study the NSE at the post-secondary education level. NSERC will deliver [PromoScience grants](#)^{xxxvi}, with a sustained focus on science teachers and underrepresented groups such as girls and Indigenous youth, which will reach an estimated one million young Canadians in 2023-24.

Departmental Result: Canada's natural sciences and engineering research knowledge is used.

NSERC will nurture connections with vital partners in the research ecosystem, including the Canadian Institutes of Health Research (CIHR), the Social Sciences and Humanities Research Council (SSHRC), the Canada Foundation for Innovation (CFI), Mitacs, other government departments and agencies, colleges and universities, industry, not-for-profit organizations, Indigenous communities and provincial funders. By supporting such partnerships, NSERC helps accelerate the application of research results for social, environmental and economic benefits.

In Budget 2021, Canada committed to launch a National Quantum Strategy (NQS) to amplify Canada's significant strengths in quantum research; grow its quantum-ready technologies, companies and talent; and solidify Canada's global leadership in this area. In 2023-24, NSERC will support the implementation of the NQS through funding opportunities that build on NSERC's sustained support to quantum research, which include [Alliance Quantum grants](#)^{xxxvii}, [Alliance International Quantum grants](#)^{xxxviii} and [Alliance Consortia Quantum grants](#)^{xxxix}. In addition, NSERC will support efforts to develop, attract and retain top quantum talent in Canada through the [Collaborative Research and Training Experience](#)^{xl} (CREATE) program.

Budget 2022 called for action towards sustainable agriculture to fight climate change. NSERC, in collaboration with SSHRC and Agriculture and Agri-Food Canada (AAFC), will fund [Alliance grants](#)^{xli} to support fundamental and applied research, knowledge transfer, and related activities to support transformative science that will transition the agriculture sector to a net-zero emissions economy for 2050. Through this funding, NSERC and SSHRC will seek to catalyze multidisciplinary collaborations amongst academic, government, and non-academic partners to develop transformative solutions towards net-zero emissions agriculture.

Budget 2022 also announced funding for academic research on cutting-edge technologies involving Canada's Communications Security Establishment (CSE) where NSERC will collaborate with the CSE to deliver these grants in 2023-24.

Additionally, Budget 2022 provided funding to fully implement the [National Security Guidelines for Research Partnerships](#)^{xlii} (NSGRP). In 2023-24, NSERC will continue and expand implementation of the Guidelines. NSERC will also continue to work with SSHRC and CIHR to align our tri-agency programs with the federal direction on research security. Following a review of federal granting agency and inter-agency policies and guidelines, NSERC will develop and publish a Tri-agency Statement of Principles on Research Security to frame future actions in this area.

Addressing social, environmental, and economic challenges through multi-organizational partnerships nurtures connections in the research ecosystem, delivers research results of high relevance to Canadians, and ensures that new knowledge and technologies are used. In 2023-24,

NSERC will support multisectoral partnerships that accelerate the application of research results for social, environmental, and economic benefits through the launch of new joint initiatives within the [Alliance^{xliii}](#) and the [College and Community Innovation^{xliv}](#) (CCI) funding opportunities that connect federal support to regional and provincial support. New joint initiative partners will be identified with the goal of bringing additional funding and new avenues for supporting the NSE research community for greater impact on the Canadian society.

Sound research data management stewardship practices allow for a greater access to results and products. In 2023-24, NSERC will implement the [Tri-Agency Research Data Management Policy^{xlv}](#). This policy will position NSERC to respond to the Chief Science Advisor's [Roadmap for Open Science^{xlvi}](#) which called for all federally funded scientific research output to be publicly available. Using the [Subatomic Physics Discovery Grants^{xlvii}](#) funding opportunity as a pilot, NSERC will develop guidance on data management for peer reviewers, implement data management policies in the peer review of applications, and gather feedback from committee members.

NSERC will initiate the development of the NSERC Open Science Framework and Action Plan, to promote Open Science principles that encourage knowledge sharing and data access while respecting Indigenous data sovereignty. NSERC will collaborate with other Canadian and international research funders to keep its open-access policy aligned with global standards and the Canadian context.

Gender-based analysis plus

Since 2018, NSERC has collected data to help identify EDI-related barriers and inform decision-making in its funding programs. The collection of self-identification data from applicants and committee members is a key initiative of the [Tri-Agency EDI Action Plan^{xlviii}](#) and enables the application of GBA (gender-based analysis) Plus to agency policies, plans, programs and processes. In 2023-24 NSERC will synthesize GBA Plus findings to date with the aim of identifying gaps and best practices, and providing recommendations for future analyses.

To report on competition results, [Discovery Grants^{xlix}](#), [Research Tools and Instruments grants^l](#) and [Subatomic Physics Discovery Grants^{li}](#) application rates and competition results are shared publicly in dynamic dashboards on the NSERC website. Data are disaggregated by applicant responses to the Tri-agency self-identification questionnaire (gender, visible minority status, Indigenous identity, disability status, age), as well as career stage and institution size. Work is underway to launch dashboards for other funding opportunities as well as present additional analyses such as trends over time.

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

In support to the [Federal Sustainable Development Strategy 2022-2026](#)^{lii} (FSDS) adopted by Parliament in November 2022, NSERC will develop a Departmental Sustainable Development Strategy (DSDS) to support these three Sustainable Development Goals (SDG): Goal 4 – Promote knowledge and skills for sustainable development, Goal 10 – Advance reconciliation with Indigenous peoples and take action to reduce inequality, and Goal 13 – Take action on climate and its impacts.

Innovation

Through the provision of a safe environment to experiment with innovative ideas in program design, peer review, and process improvement, NSERC will continue to drive innovation and increase creative problem-solving. In 2023-24, some of the high-impact areas in which NSERC will be innovating include: continuing the planning and development of the [Tri-agency grants management solution](#)^{liii} (TGMS), modernizing the [Discovery Research Program](#)^{liv}, and revising [Alliance grants](#)^{lv}. Each of these projects involve co-design with our stakeholders and incorporate evidence-based approaches.

Planned results for Funding Natural Sciences and Engineering Research and Training

The following table shows, for Funding Natural Sciences and Engineering Research and Training, 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
Canada's natural sciences and engineering research is internationally competitive	Canada's rank among OECD nations on the citation score of natural sciences and engineering research publications	At most 18	March 31, 2024	18	17	17*
	Percentage of funded research involving international collaboration	At least 47%	March 31, 2024	47%	48%	47%*
Canada has a pool of diverse and highly skilled people in the natural sciences and engineering	Number of research trainees supported by NSERC through scholarships and fellowships	At least 6,700	March 31, 2024	7,562	7,467	7,204
	Funding allocated to support research trainees through grants	At least \$420M	March 31, 2024	\$416M	\$440M	\$513M
	Percentage of newly funded recipients who self-identify as women	At least 35%	March 31, 2024	35.7%	35.2%	38.9%
	Percentage of newly funded recipients who self-identify as visible minorities	At least 29%	March 31, 2024	28.1%	28.5%	32.0%
	Percentage of newly funded recipients who self-identify as Indigenous peoples	At least 1.4%	March 31, 2024	1.4%	1.4%	2.1%
	Percentage of newly funded recipients who self-identify as persons with disabilities	At least 2.5%	March 31, 2024	2.1%	2.0%	3.5%

2023–24 Departmental Plan

	Percentage of previously funded graduate students and postdoctoral fellows that list Research and Development as the main activity in their current position	At least 80%	March 31, 2024	N/A§	82%	N/A§
Canada's natural sciences and engineering research knowledge is used	Number of partners in research projects	At least 2,500	March 31, 2024	3,492	3,348	2,677
	Percentage of funded projects reporting social and/or environmental outcomes for Canadians	At least 70%	March 31, 2024	74%	77%	70%
	Percentage of funded projects reporting economic outcomes for Canadians	At least 50%	March 31, 2024	52%	52%	52%
	Non-academic partner funding for research projects	At least \$250M	March 31, 2024	\$329M	\$352M	\$277M

*Most recent data available

§ Data is only available every other year

The financial, human resources and performance information for the NSERC's program inventory is available on [GC InfoBase](#).^{lvi}

Planned budgetary spending for Funding Natural Science and Engineering Research and Training

The following table shows, for Funding Natural Sciences and Engineering Research and Training, 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
\$1,296,546,164	\$1,296,546,164	\$1,302,048,148	\$1,296,938,995

Financial, human resources and performance information for NSERC’s program inventory is available on GC InfoBase.^{lvii}

Planned human resources for Funding Natural Science and Engineering Research and Training

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
336	326	326

Financial, human resources and performance information for NSERC’s program inventory is available on [GC InfoBase](#).^{lviii}

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

To execute its mandate effectively and efficiently, NSERC must remain a nimble, responsive and adaptive organization, one that ensures the well-being and productivity of its employees in a changing work environment. NSERC will continue to focus on modernizing its service delivery model, while maintaining alignment with evolving legislative and policy requirements from central agencies and advancing its EDI and accessibility efforts. Focus for 2023–24 will be on the workforce, work tools and workplace dimensions, and will include the following activities:

In collaboration with SSHRC and CIHR, internal services will support finalizing the Discovery phase of the [Tri-agency Grants Management Solution](#)^{lix} (TGMS) and start the implementation phase subject to funding confirmation. The three federal research granting agencies' existing grants management systems will be replaced with a modern cloud-based solution that is flexible to the needs of the diverse research community and enhance Canada's competitiveness in the global research ecosystem. The implementation of this new solution will advance the agencies' alignment with several Government of Canada policies especially in relation to digital and client-centric service design and delivery, and aid in removing systemic barriers for the research community.

Strong financial stewardship is a fundamental objective in supporting the agency. In 2023-24 NSERC will finalize the migration of its financial system to the Government of Canada Enterprise Standard (SAP). In addition, NSERC will also support the modernization of the financial monitoring framework of institutions that administer funding on behalf of recipients.

NSERC received endorsement and some funding from the Treasury Board Workload Migration and Applications Modernisation Fund in 2022-23 and will seek additional funding through this

program in 2023-24. NSERC will use these funds to move forward with the modernization of the agency's aging infrastructure, reducing corporate risk and delivering more effective systems to support day to day operations.

In 2023-24, NSERC will continue to advance its important work in removing barriers and advancing EDI within its workforce. In support of its inaugural [accessibility plan](#)^{lx}, NSERC will develop a multi-year action plan and begin implementation of specific accessibility measures in employment, information and communications technology, built environment, procurement goods and services, and facilities and travel.

Building on the move of its headquarters to a newly constructed modern workplace, in 2023-24 NSERC will continue to support its workforce and the stakeholder community by delivering on the most critical enhancements to its new workplace to advance productivity and enhance accessibility, and to sustain new technologies that supports NSERC's hybrid work model. This may include enhancements to increase NSERC's security posture, addressing accessibility barriers, configuring and/or upgrading NSERC's audio-visual capabilities as well as ongoing change management and support of new technologies.

Planning for Contracts Awarded to Indigenous Businesses

NSERC is committed to increase the participation of Indigenous businesses in federal procurement, in support of the [Directive on the Management of Procurement](#)^{lxi}. As part of the new Procurement Strategy for Indigenous Businesses (PSIB), departments and agencies must establish a mandatory target of at least 5% of the value of federal contracts to be awarded to businesses owned and led by Indigenous peoples in a 3-phase approach, to be fully implemented by 2024. NSERC was selected to be part of the Phase 2 implementation (April 2023) by Indigenous Services Canada. In 2018, NSERC set an internal target of 1% which has progressively increased to 5% in 2022.

The following table shows in percentage the actual, forecasted and planned value for the target.

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*	5%

* NSERC is identified to onboard in Phase 2, in 2023-24.

For 2023-24, NSERC has committed to a target of 5% of the total value of contracts to be awarded to Indigenous businesses. NSERC will also be taking concrete steps to support the Government of Canada's important commitment of increasing participation of Indigenous businesses in federal procurement, including providing training, planning for early engagement on the PSIB initiative for procurement requests, developing a guide for stakeholders to maximize Indigenous participation, and promoting the use of the Indigenous Business Directory when considering Indigenous capacity.

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
\$21,520,448	\$21,520,448	\$21,121,166	\$21,061,836

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
168	166	165

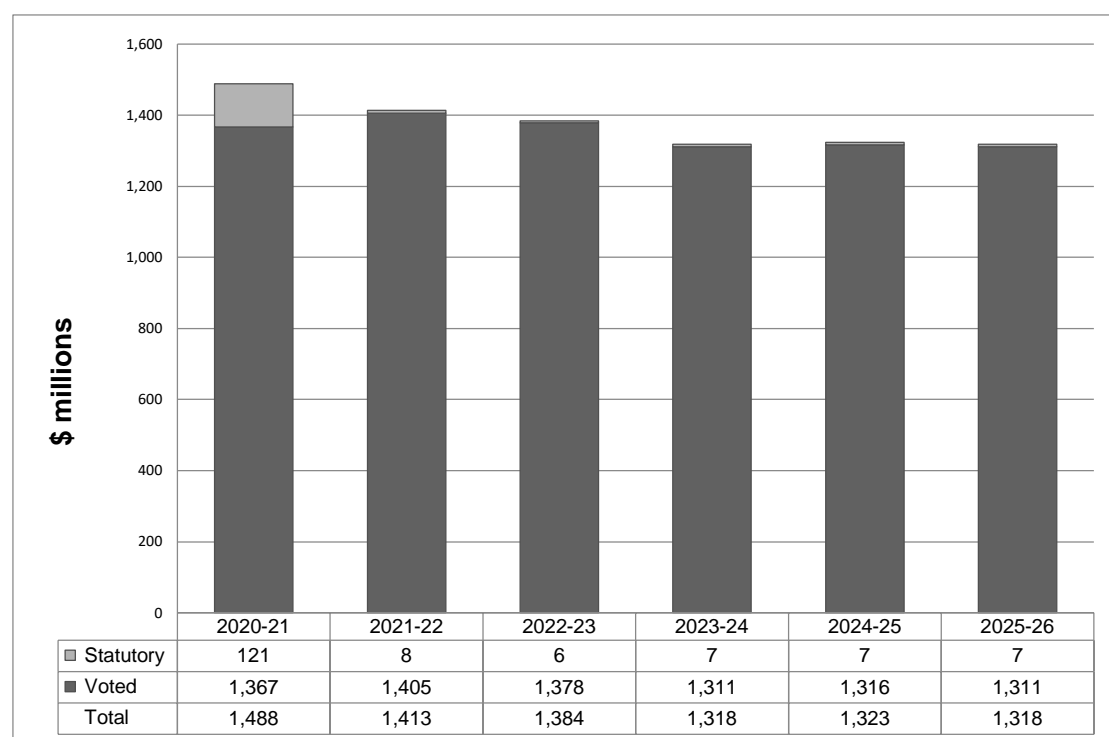
Planned spending and human resources

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.



Planned spending is decreasing over the next three years mainly due to the gradual sunseting of the Canada 150 Research Chairs and the gradual transfer of the Networks of Centres of Excellence (NCE) program to the Social Sciences and Humanities New Frontiers in Research Fund as well as the transfer of the Business-Led Networks of Centres of Excellence and the Centres of Excellence for Commercialization and Research programs to the Strategic Innovation Fund managed by Innovation, Science and Economic Development Canada.

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

The following table shows information on spending for each of NSERC'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
Funding Natural Sciences and Engineering Research and Training	\$1,459,503,049	\$1,386,588,431	\$1,359,522,118	\$1,296,546,164	\$1,296,546,164	\$1,302,048,148	\$1,296,938,995
Subtotal	\$1,459,503,049	\$1,386,588,431	\$1,359,522,118	\$1,296,546,164	\$1,296,546,164	\$1,302,048,148	\$1,296,938,995
Internal services	\$28,972,205	\$26,686,490	\$24,744,808	\$21,520,448	\$21,520,448	\$21,121,166	\$21,061,836
Total	\$1,488,475,254	\$1,413,274,921	\$1,384,266,926	\$1,318,066,612	\$1,318,066,612	\$1,323,169,314	\$1,318,000,831

Planned spending is decreasing over the next three years mainly due to the gradual sunseting of the Canada 150 Research Chairs and the gradual transfer of the Networks of Centres of Excellence (NCE) program to the Social Sciences and Humanities New Frontiers in Research Fund as well as the transfer of the Business-Led Networks of Centres of Excellence and the Centres of Excellence for Commercialization and Research programs to the Strategic Innovation Fund managed by Innovation, Science and Economic Development Canada.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of NSERC'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
Funding Natural Sciences and Engineering Research and Training	315	351	352	336	326	326
Subtotal	315	351	352	336	326	326
Internal services	181	152	154	168	166	165
Total	496	503	506	504	492	491

The increase in FTEs for internal services planned for 2023-24 is a result of funding received from Budget 2021 to support the quantum research community to pursue large-scale academic research domestically and funding received from Budget 2022 for research security and Black students and postdoctoral fellows. There are also plans to convert ongoing consultant costs for information technology services to FTEs.

The decrease in FTEs planned for 2024-25 and 2025-26 is due to the Tri-Agency Grants Management Solution definition phase ending.

Estimates by vote

Information on NSERC's organizational appropriations is available in the [2023–24 Main Estimates](#).^{lxii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of NSERC'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 NSERC's [website](#)^{lxiii}.

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	\$1,364,900,592	\$1,325,169,969	(\$39,730,623)
Total revenues	\$203,223	\$203,223	N/A
Net cost of operations before government funding and transfers	\$1,364,697,369	\$1,324,966,746	(\$39,730,623)

Total expenses are expected to decrease by approximately 2.9% (\$39.7 million). This decrease is primarily attributable to the gradual transfer of the Centres of Excellence for Commercialization and Research program and Business-Led Networks of Centres of Excellence program to Innovation, Science and Economic Development Canada (ISED) under the Strategic Innovation Fund, as announced in Budget 2018, and a decrease from the 2015-16 Canada First Research Excellence Fund competition for which funding renewal will be sought.

Corporate information

Organizational profile

Appropriate minister(s): Minister of Innovation, Science and Industry

The Honourable François-Philippe Champagne, P.C., M.P.

Institutional head: Prof. Alejandro Adem, FRSC (President)

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument(s): [Natural Sciences and Engineering Research Council Act](#)^{lxiv}

Year of incorporation / commencement: May 1, 1978

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

Information on NSERC's raison d'être, mandate and role is available on the NSERC's [website](#)^{lxv}.

Information on NSERC's mandate letter commitments is available in the [Minister's mandate letter](#)^{lxvi}.

Operating context

Information on the operating context is available on NSERC's [website](#)^{lxvii}.

Reporting framework

NSERC's approved departmental results framework and program inventory for 2023–24 are as follows.

Departmental Results Framework	Core Responsibility: Funding Natural Sciences and Engineering Research and Training		Internal Services
	Departmental Result: Canada’s natural sciences and engineering research is internationally competitive	Indicator: Canada’s rank among OECD nations on the citation score of natural sciences and engineering research publications	
		Indicator: Percentage of funded research involving international collaborations	
	Departmental Result: Canada has a pool of diverse and highly skilled people in the natural sciences and engineering	Indicator: Percentage of newly funded recipients who self-identify as women	
		Indicator: Percentage of newly funded recipients who self-identify as visible minorities	
		Indicator: Percentage of newly funded recipients who self-identify as Indigenous peoples	
		Indicator: Percentage of newly funded recipients who self-identify as persons with disabilities	
		Indicator: Funding allocated to support research trainees through grants	
		Indicator: Number of research trainees supported by NSERC through scholarships and fellowships	
	Departmental Result: Canada’s natural sciences and engineering research knowledge is used	Indicator: Percentage of previously funded graduate students and postdoctoral fellows that list Research and Development as the main activity in their current position	
		Indicator: Non-academic partner funding for research projects	
		Indicator: Number of non-academic partners on research projects	
		Indicator: Percentage of funded projects reporting social and/or environmental outcomes for Canadians	
		Indicator: Percentage of funded projects reporting economic outcomes for Canadians	
Program Inventory	Program: Discovery Research		
	Program: Research Training and Talent Development		
	Program: Research Partnerships		

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to NSERC's program inventory is available on [GC InfoBase](#).^{lxviii}

Supplementary information tables

The following supplementary information tables are available on NSERC's [website](#)^{lxix}:

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

Federal tax expenditures

NSERC'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](#).^{lxx} 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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Website(s): https://www.nserc-crsng.gc.ca/index_eng.asp^{lxxi}

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 Discovery Research Program, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/Explore-Explorer_eng.asp
- ii San Francisco Declaration on Research Assessment, <https://sfдора.org/>
- iii NSERC guide on integrating equity, diversity and inclusion considerations in research, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Politiques-Politiques/EDI_guidance-Conseils_EDJ_eng.asp
- iv Canada Research Coordinating Committee, <https://www.canada.ca/en/research-coordinating-committee.html>
- v Indigenous Scholars Awards and Supplements Pilot Initiative, https://www.sshrc-crsh.gc.ca/funding-financement/programs-programmes/indigenous_scholars_pilot_initiative-initiative_pilote_universitaires_autochtones-eng.aspx
- vi PromoScience grants, https://www.nserc-crsng.gc.ca/Promoter-Promotion/PromoScience-PromoScience/About-Apropos_eng.asp
- vii Alliance grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance-alliance/index_eng.asp
- viii Alliance Quantum grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance_quantum-alliance_quantique/index_eng.asp
- ix Alliance International Quantum grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/AllianceCatalyst-CatalyseurAlliance_eng.asp
- x Alliance Consortia Quantum grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance_consortia_quantum-alliance_consortiums_quantique/funding-financement_eng.asp#:~:text=Alliance%20Consortia%20Quantum%20grant%20funds%20from%20NSERC%20cover,and%20travel-related%20subsistence%20expenditures%20for%20partner%20organization%20personnel.
- xi Collaborative Research and Training Experience program, https://www.nserc-crsng.gc.ca/professors-professeurs/grants-subs/create-foncer_eng.asp
- xii Alliance, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance-alliance/index_eng.asp
- xiii College and Community Innovation Program, https://www.nserc-crsng.gc.ca/Innovate-Innover/College_Community-College_Communaute_eng.asp#:~:text=The%20College%20and%20Community%20Innovation%20program%20is%20tri-agency,CEGEPs%20and%20polytechnics.%20Applied%20Research%20and%20Development%20grants
- xiv Discovery Grants, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/DGIGP-PSIGP_eng.asp
- xv Subatomic Physics Discovery Grants, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/SPDG-SDPS_eng.asp
- xvi Northern Research Supplements, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/DGNRS-SDSRN_eng.asp
- xvii Discovery Development Grants, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/DiscoveryPilot-DecouvertePilote_eng.asp
- xviii Discovery Research Program, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/Explore-Explorer_eng.asp
- xix Discovery Horizons, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/DH-HD_eng.asp
- xx Alliance grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance-alliance/index_eng.asp
- xxi Alliance International, https://www.nserc-crsng.gc.ca/Innovate-Innover/AllianceInternational-AllianceInternational/index_eng.asp
- xxii San Francisco Declaration on Research Assessment, <https://sfдора.org/>
- xxiii Guidelines on the assessment of contributions to research, training and mentoring, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Politiques-Politiques/assessment_of_contributions-evaluation_des_contributions_eng.asp
- xxiv NSERC Guide on integrating EDI considerations into research, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Politiques-Politiques/EDI_guidance-Conseils_EDJ_eng.asp
- xxv Tri-Agency EDI Action Plan, https://www.nserc-crsng.gc.ca/InterAgency-Interorganismes/EDI-EDI/Action-Plan_Plan-dAction_eng.asp

- xxvi United Nations Declaration on the Rights of Indigenous Peoples, https://justice.gc.ca/eng/declaration/decl_doc.html
- xxvii Inuit Nunangat Policy, <https://www.rcaanc-cirnac.gc.ca/eng/1650556354784/1650556491509>
- xxviii Canada Research Coordinating Committee, <https://www.canada.ca/en/research-coordinating-committee.html>
- xxix Indigenous Scholars Awards and Supplements Pilot Initiative, https://www.sshrc-crsh.gc.ca/funding-financement/programmes-programmes/indigenous_scholars_pilot_initiative-initiative_pilote_universitaires_autochtones-eng.aspx
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- xxxi Chairs for Women in Science and Engineering, https://www.nserc-crsng.gc.ca/Professors-Professeurs/CFS-PCP/CWSE-CFSG_eng.asp
- xxxii Chairs for Inclusion in Science and Engineering, https://www.nserc-crsng.gc.ca/Professors-Professeurs/CFS-PCP/CISE-CWSE_eng.asp?trk=organization_guest_main-feed-card-text
- xxxiii NSERC accessibility plan, https://www.nserc-crsng.gc.ca/accessibility-accessibilite/2023-2025-plan_eng.asp
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- xxxv Collaborative Research and Training Experience program, https://www.nserc-crsng.gc.ca/professors-professeurs/grants-subs/create-foncer_eng.asp
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- xxxix Alliance Consortia Quantum grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance_consortia_quantum-alliance_consortiums_quantique/funding-financement_eng.asp#:~:text=Alliance%20Consortia%20Quantum%20grant%20funds%20from%20NSERC%20cover,and%20travel-related%20subsistence%20expenditures%20for%20partner%20organization%20personnel.
- xl Collaborative Research and Training Experience program, https://www.nserc-crsng.gc.ca/professors-professeurs/grants-subs/create-foncer_eng.asp
- xli Alliance grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance-alliance/index_eng.asp
- xlii National Security Guidelines for Research Partnerships, <https://science.gc.ca/site/science/en/safeguarding-your-research/guidelines-and-tools-implement-research-security/national-security-guidelines-research-partnerships>
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- xliv College and Community Innovation Program, https://www.nserc-crsng.gc.ca/Innovate-Innover/College_Community-College_Communaute_eng.asp#:~:text=The%20College%20and%20Community%20Innovation%20program%20is%20tri-agency,CEGEPs%20and%20polytechnics.%20Applied%20Research%20and%20Development%20grants
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- xlvi Roadmap for Open Science, <https://science.gc.ca/site/science/en/office-chief-science-advisor/open-science/roadmap-open-science>
- xlvi Subatomic Physics Discovery Grants, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/SPDG-SDPS_eng.asp
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- xliv Competition Statistics Dashboard for Discovery Grants, <https://app.powerbi.com/view?r=eyJrIjoieMjVjNDk2ODMtNWRhYS00NjlkLWJiZGItMjEwMDg1NDNjZGQ0IiwidCI6ImZiZWYwNzk4LTlwZTMtNGJINy1iZGM4LTM3MjAzMjYxMGY2NSJ9>

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 - ii Competition Statistics Dashboard for Subatomic Physics Discovery Grants, <https://app.powerbi.com/view?r=eyJrIjoiNzFlZjdjNjgtNzA0Zi00ZmM3LWE1YTItOGY0MWI5MGIwZWQ5IiwidCI6ImZiZWYwNzk4LTlwZTMtNGJINy1iZGM4LTM3MjAzMjYxMGY2NSJ9>
 - iii Federal Sustainable Development Strategy, <https://www.fds-sfdd.ca/en>
 - liii Tri-agency grants management solution, <https://science.gc.ca/site/science/en/interagency-research-funding/tri-agency-grants-management-solution-tgms>
 - liv Discovery Research Program, https://www.nserc-crsng.gc.ca/Professors-Professeurs/Grants-Subs/Explore-Explorer_eng.asp
 - lv Alliance grants, https://www.nserc-crsng.gc.ca/Innovate-Innover/alliance-alliance/index_eng.asp
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 - lvii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
 - lviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
 - lix Tri-agency grants management solution, <https://science.gc.ca/site/science/en/interagency-research-funding/tri-agency-grants-management-solution-tgms>
 - lx NSERC accessibility plan, https://www.nserc-crsng.gc.ca/accessibility-accessibilite/2023-2025-plan_eng.asp
 - lxi Directive on the Management of Procurement, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>
 - lxii. 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
 - lxiii NSERC’s website, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Reports-Rapports/plans-plans_eng.asp
 - lxiv Natural Sciences and Engineering Research Council Act, <https://laws.justice.gc.ca/eng/acts/N-21/>
 - lxv NSERC’s website, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Reports-Rapports/plans-plans_eng.asp
 - lxvi Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-innovation-science-and-industry-mandate-letter>
 - lxvii NSERC’s website, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Reports-Rapports/plans-plans_eng.asp
 - lxviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
 - lxix NSERC’s website, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/Reports-Rapports/plans-plans_eng.asp
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