

**Social Sciences and Humanities
Research Council**

2022–23

Departmental Plan

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P.C., M.P.
Minister of Innovation, Science and Industry

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From the Minister

On behalf of Social Sciences and Humanities Research Council (SSHRC), it is our pleasure to present the *2022–23 Departmental Plan*. As the country continues to recover from the COVID-19 pandemic, Innovation, Science and Economic Development Canada (ISED) and its portfolio will work closely with partners across Government to build a more resilient, clean and inclusive economy that benefits all Canadians.

SSHRC is implementing numerous Budget 2020 and 2021 measures to address the impacts of COVID-19 and improve Canada’s preparedness for the future, including by developing and launching the Canada Biomedical Research Fund on behalf of the three federal research funding agencies.

Through standards, policies and programing, SSHRC is also advancing equity, diversity and inclusion within Canada’s research community, ensuring social sciences and humanities research more greatly engages, is led by and benefits underrepresented groups, and advances reconciliation efforts. Alongside its fellow members of the Canada Research Coordinating Committee, SSHRC continues to sustain Canada’s research community, grow crucial talent, and mobilize rapid-response research addressing the pandemic and its effects across all areas.

Through both broad and targeted funding opportunities, SSHRC is enabling the knowledge, innovation and research expertise necessary to help guide Canada and the world forward in tackling the most pressing challenges.

Together with Canadians of all backgrounds and in all regions, ISED and its portfolio will continue to build a strong culture of innovation for a resilient, sustainable and inclusive economic future.



The Honourable François-Philippe Champagne
Minister of Innovation, Science and Industry

From the President

Social sciences and humanities research and training have proven essential for meeting the profound challenges facing Canada and the world, from health and climate crises, to shifting economic and political disruptions, inequity and discrimination, and the need for reconciliation with Indigenous Peoples. The Social Sciences and Humanities Research Council (SSHRC) is funding world-leading, innovative research that addresses the full spectrum of these challenges, building resilient pathways toward a better future for Canadians.



SSHRC's priorities continue to be delivering SSHRC and tri-agency programs and to mobilize research and talent to address global challenges and emerging policy priorities to inform decision making and policies, while adjusting for the realities of the ongoing pandemic. In 2022–23, as part of this commitment, SSHRC will implement funding for new, community-based partnerships to remove barriers to discrimination and exclusion, through its Race, Gender and Diversity Initiative. Additionally, in support of *Canada's Biomanufacturing and Life Sciences Strategy*, SSHRC will launch the new Canada Biomedical Research Fund. By supporting high-risk, applied research, training and talent development, this fund will provide a significant contribution toward the establishment of a robust domestic biomedical manufacturing sector. In 2022–23, SSHRC will launch a series of Knowledge Synthesis Grants competitions and discussion forums on key societal issues, including the Shifting Dynamics of Privilege and Marginalization and the Emerging Asocial Society.

Through its oversight of the tri-agency New Frontiers in Research Fund, SSHRC will further build Canadian strength and leadership in interdisciplinary and transformative research, enhance opportunities for Canadian researchers to collaborate with international partners, and explore opportunities to support research that fosters postpandemic recovery and resilience. The fund is launching a new special call, Research for Postpandemic Recovery, to support diverse projects directly addressing the UN Research Roadmap for the COVID-19 Recovery's priorities. And the International Joint Initiative for Research on Climate Change, set to launch in 2022–23, will support Canada's leadership in environmental research by establishing new and impactful collaborations with granting agencies in countries around the globe.

In 2022–23, SSHRC will also continue to work with the Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council, and Canada Foundation for Innovation, and other research-based agencies and departments to further advance federal priorities and create an inclusive, internationally competitive research ecosystem that supports the next generation of diverse scientists and scholars. This work will include continued implementation of Canada

Research Coordinating Committee priorities, through its Equity, Diversity and Inclusion, and Early Career Researcher action plans.

Collaborating closely with Indigenous Peoples, SSHRC will further implement the Canada Research Coordinating Committee’s 2019–22 strategic plan for Setting New Directions to Support Indigenous Research and Research Training in Canada. We will continue to build on existing Indigenous research and research training activities, as well as launch new related initiatives, such as establishing the Indigenous Leadership Circle in Research to advise on the strategic plan’s implementation, and developing a framework for First Nations, Inuit and Métis self-identification in SSHRC programs.

SSHRC’s efforts to modernize our operations are crucial for achieving our goals. In the coming year, the agency will finalize the discovery phase and begin implementing the new Tri-agency Grants Management Solution. This will bring us closer to our goal of a more efficient, interoperable and accessible system that meets the standards of excellence expected by Canada’s research community.

In addition, SSHRC will establish a new, flexible work environment at our new workplace location in 2022–23. This will provide our employees with the tools and resources they need to ensure an adaptive, inclusive and responsive work environment, both virtually and onsite, with a strong focus on equity, diversity and inclusion.

SSHRC’s skilled and dedicated staff are committed to the goals and actions put forward in this year’s Departmental Plan. Together, we will support the innovation and insights needed to ensure a vibrant future for all Canadians.

Ted Hewitt, PhD
President, Social Sciences and Humanities Research Council

Plans at a glance

Funding Social Sciences and Humanities Research and Training

The Social Sciences and Humanities Research Council (SSHRC) achieves its departmental results through support for training, investigator-led research, research partnerships and knowledge mobilization delivered through SSHRC-specific programs and through tri-agency programs delivered on behalf of the three federal research granting agencies—the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council (NSERC), and SSHRC itself. Through grants, fellowships and scholarships, SSHRC enables Canada’s social sciences and humanities research, and indeed all disciplines, to be internationally competitive, to develop a resource of highly skilled and diverse people in these fields, and to ensure that research knowledge is used to benefit Canada and the world.

In the context of the evolving COVID-19 pandemic and Canada’s focus on postpandemic recovery, SSHRC will stay its course over the coming years. The agency will strive to realize the strong vision, mission and strategic priorities set out in its strategic plan, titled *Momentum 2020-2025*,ⁱ which was extended to cover beyond the 2020-2022 period originally envisioned.

In 2022–23, SSHRC will continue to prioritize the delivery of its core programming while continuously adapting to the impacts of the evolving pandemic. Additionally, through *Canada’s Biomanufacturing and Life Sciences Strategy*,ⁱⁱ SSHRC will deliver the new *Canada Biomedical Research Fund*ⁱⁱⁱ to support high-risk, applied research, training and talent development. This fund is part of a suite of foundational investments to establish a resilient, robust domestic manufacturing sector in Canada.

SSHRC will also continue to work with the other federal granting agencies to advance excellence by fostering an inclusive approach to research and improving support for the next generation of scientists and scholars. SSHRC will continue implementing the *Tri-agency Equity, Diversity and Inclusion Action Plan*^{iv} and the Tri-agency Early Career Researcher Action Plan, while continuing to enhance the effectiveness of its programs. Work will also continue through the tri-agency New Frontiers in Research Fund to build Canadian strength and leadership in interdisciplinary and transformative research, to enhance opportunities for Canadian researchers to collaborate with international partners, and to explore opportunities to strengthen the contributions of research toward Canada’s postpandemic recovery and resilience.

Along with CIHR and NSERC, SSHRC will collaborate with First Nations, Inuit and Métis Peoples to strengthen Indigenous research capacity by implementing the strategic plan, *Setting New Directions to Support Indigenous Research and Research Training in Canada 2019-2022*.^v This work will build on existing activities and launch new initiatives to further support Indigenous research and research training. This includes launching the Indigenous Leadership Circle in Research, whose role will be to advise on implementing the strategic plan, and co-

developing, with Indigenous advisory bodies, a framework to support self-identification of First Nations, Inuit and Métis Peoples in tri-agency programs.

As part of its [Imagining Canada’s Future initiative](#),^{vi} SSHRC will continue to mobilize social sciences and humanities research on emerging and future challenge areas to inform policy development and decision making across all sectors. It will also continue to expand partnerships with other government departments and agencies to harness the insights and expertise of Canada’s research community on key public policy issues.

Institutional Support for the Indirect Costs of Research

Under this core responsibility, the Research Support Fund reinforces strong university and college environments by reimbursing a portion of the indirect costs incurred by recipients of federally funded research grants. This helps postsecondary institutions offer their researchers world-class facilities with the best equipment and administrative support.

In 2022–23, SSHRC will continue to implement the management response to the 15th-year evaluation of the Research Support Fund including renewing its reporting framework and implementing a communications plan and outreach activities.

Internal Services

Internal Services refers to the activities and resources that support program delivery in the organization. In 2022–23, SSHRC will continue to advance corporate initiatives, including moving to a new location and renewing its workplace in alignment with Government of Canada workplace standards; supporting SSHRC’s workforce with a new integrated and updated People Strategy and Action Plan; performing advanced analytics to support informed decision making, drive efficiency and become more responsive to stakeholders; further leveraging opportunities to become a more agile organization; and beginning the implementation of the [Tri-agency Grants Management Solution](#),^{vii} which will be a single platform for applying to the three federal research funding agencies.

For more information on SSHRC’s plans, priorities and planned results see the “Core responsibilities: planned results and resources” section 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 Social Sciences and Humanities Research and Training

Description

The Social Sciences and Humanities Research Council (SSHRC), through grants, fellowships and scholarships, promotes and supports research and research training in the social sciences and humanities to develop talent, generate insights and build connections in pursuit of social, cultural and economic outcomes for Canadians.

Planning highlights

SSHRC supports a social sciences and humanities research community of over 24,600 full-time university professors and over 84,600 graduate students and postdoctoral researchers—representing roughly 43% of Canada’s university researchers. As well as delivering its own programs, SSHRC leads several tri-agency programs on behalf of the three federal research granting agencies—the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council (NSERC), and SSHRC itself—through the Tri-agency Institutional Programs Secretariat. Each year, SSHRC awards more than 2,900 new research grants and just over 2,900 scholarships and fellowships for social sciences and humanities research under both its own programs and its portion of the tri-agency programs. All grants, scholarships and fellowships are awarded through an independent merit review process, which engages over 900 reviewers across Canada, and is designed to ensure the highest standards of excellence and impartiality. The resulting research aims to create knowledge that addresses complex societal and scientific questions that contribute to resolving national and international challenges.

Through its core programming, SSHRC will continue in 2022–23 to support training, investigator-led research and research partnerships in the social sciences and humanities, and in interdisciplinary research, while also continuing to collaborate across the research ecosystem—that is, postsecondary institutions, the research community, funding organizations, and other government, private and not-for-profit sectors—to support initiatives that benefit and contribute to ensuring a better future for Canadians. Through the tri-agency programs that SSHRC delivers, SSHRC also supports research and research training across all disciplines.

SSHRC will continue its commitments to facilitate equitable access to funding and to promote a more inclusive research community. Working together with partners in Canada and abroad, SSHRC will advance research and research knowledge mobilization to bolster postpandemic economic renewal and resilience. In support of the Government of Canada’s commitment to

improve Canada’s pandemic preparedness and strengthen its talent pipeline and research systems, SSHRC will continue to collaborate with CIHR and NSERC through the new [Canada Biomedical Research Fund](#)^{viii} to drive innovation and growth in Canada’s biomanufacturing industry and ensure the country is prepared for future pandemics. Based on an ecosystem approach designed to build on existing institutional assets, infrastructure, partnerships and strengths, and to support targeted investments for maximum impact, the new fund complements the goals of the [Biosciences Research Infrastructure Fund](#)^{ix} administered by the Canada Foundation for Innovation.

Business processes and operations will continue to be modernized to support the transition to a new work environment and hybrid work model. SSHRC will support the well-being and capacity of its employees in the new work context by ensuring that its employees have access to adequate health and wellness supports, training, technological information, and data.

Departmental Result 1: Canada’s social sciences and humanities research is internationally competitive

International collaborations provide Canadian researchers with the opportunity to benefit from international knowledge while also enhancing Canada’s reputation as a global centre for research excellence and a leader in addressing critical challenges through research. These collaborations can also be used to attract talent and resources to Canada.

While pursuing new opportunities for funding and research collaborations for SSHRC research, SSHRC will continue existing collaborations, such as the Canada-U.K. Artificial Intelligence Initiative launched in 2019–20; the Open Research Area partnership with the United Kingdom, France, Germany and the Netherlands; and the Trans-Atlantic Platform, which includes 18 funding agencies from around the world.

The tri-agency New Frontiers in Research Fund (NFRF) supports research that is international, interdisciplinary, fast-breaking and high-risk / high-reward. This program, along with SSHRC Partnership Grants, allows projects to include international co-applicants or co-principal investigators, directly supporting both international collaborations and Canada’s international competitiveness.

In 2022–23, SSHRC will continue to advance NFRF funding opportunities to support achievement of the first departmental result. The new NFRF special call, Research for Postpandemic Recovery, will support a diverse portfolio of projects that directly address the priorities of the [UN Research Roadmap for the COVID-19 Recovery](#).^x The 2022 competition of the [Transformation stream](#)^{xi} will support large-scale, Canadian-led, world-leading interdisciplinary research projects with the potential for significant impact. New collaborations with international granting agencies will be reflected in the International Joint Initiative for Research on Climate Change, planned to launch in 2022–23.

In 2022–23, to fully maximize the outcomes of SSHRC’s international activity, SSHRC will develop an international strategy to guide its future outreach and partnerships.

The new Canada Biomedical Research Fund is an essential component of *Canada’s Biomanufacturing and Life Sciences Strategy*^{xii} to support a growing, strong and competitive biomedical sector and to help ensure the country is prepared for future pandemics. This research fund is based on an ecosystem approach, drawing from all fields of research including the social sciences and humanities. It is designed to build on existing institutional assets, infrastructure, partnerships and strengths, and to support targeted investments for maximum impact. The program delivery will begin in winter 2022 with a competition to select research hubs, i.e., coalitions of research partners, including from the institutional, not-for-profit, private and/or public sectors. Research hubs with a critical mass of research, infrastructure, talent and clinical trial expertise will be well positioned to scale up rapidly and compete globally.

Departmental Result 2: Canada has a pool of diverse and highly skilled people in the social sciences and humanities

In 2022–23, SSHRC will continue to explore improvements to the suite of programs it administers to better support a diverse and more inclusive community of researchers across all career stages. Of particular focus will be expanding opportunities for Indigenous communities, organizations and scholars to participate in SSHRC programs. Collaborations with CIHR and NSERC on the implementation of the Tri-agency Equity, Diversity and Inclusion (EDI) Action Plan will also continue. Details of SSHRC’s EDI-related initiatives are discussed in the “Gender-based analysis plus” section below.

In line with the *Setting New Directions to Support Indigenous Research and Research Training in Canada 2019-2022*^{xiii} strategic plan, work will continue on a series of mechanisms seeking to further build and strengthen relationships with First Nations, Inuit and Métis Peoples; support the research priorities of Indigenous Peoples; increase access for Indigenous Peoples to agencies’ program funding; and champion Indigenous leadership, self-determination and capacity-building in research. This includes launching the Indigenous Leadership Circle in Research and co-developing, with Indigenous advisory bodies, a framework to support self-identification of First Nations, Inuit and Métis Peoples in tri-agency programs.

In 2022–23, SSHRC will continue working with agencies and departments on the Canada Research Coordinating Committee to advance federal priorities and create an inclusive internationally competitive research ecosystem in Canada. Work will focus on strengthening research excellence by creating a more equitable, diverse and inclusive research environment across all disciplines; increasing Canadian engagement in interdisciplinary, international, high-risk / high-reward, rapid-response research; and positioning Canada as a valued partner in global research.

The agency and its partners on the Canada Research Coordinating Committee will also work together to better support trainees and early career researchers in all fields along the career pathway, including the development of a future committee/tri-agency training strategy, and the implementation of the Early Career Researcher Action Plan. Together with Indigenous Peoples, SSHRC and its Canada Research Coordinating Committee partners will implement an interdisciplinary research and research training model that contributes to reconciliation.

Departmental Result 3: Canada’s social sciences and humanities research knowledge is used

SSHRC’s commitment to ensuring a better future for Canadians is reflected in how the agency enables the exchange and application of knowledge among researchers, and across academia and society as a whole, to enhance intellectual, social, cultural and economic benefit to Canada. SSHRC will continue to engage with stakeholders in the research community and in government to support the implementation of the [Tri-agency Research Data Management Policy](#)^{xiv} and to position itself within the evolving policy context for [open science](#)^{xv} more generally.

SSHRC’s [Imagining Canada’s Future initiative](#)^{xvi} accelerates the exchange and use of research knowledge to better inform policy and decision making across sectors. Building on the results of the [2018 Horizon Scan](#)^{xvii} produced in collaboration with Policy Horizons Canada, SSHRC will implement a new 2022–2025 action plan with a focus on addressing key future challenge areas that stakeholders deemed critical. In partnership and collaboration with external organizations—across government, academic, private and/or not-for-profit organizations—SSHRC will also continue to facilitate the mobilization of research and talent to inform decision making and policy making on emerging issues. Planned initiatives for 2022–23 include a dedicated Knowledge Synthesis Grants competition and national forum on the future challenge area of the Shifting Dynamics of Privilege and Marginalization, and a national forum on the topic of the Emerging Asocial Society.

SSHRC and the National Centre for Truth and Reconciliation will launch two funding opportunities in 2022: a short-term funding opportunity for Indigenous communities to work with researchers, archaeologists and anthropologists among others, toward the discovery, identification and repatriation of missing children from residential schools in Canada, and another longer-term funding opportunity to support a network of researchers to work on reconciliation. New opportunities for collaborations to benefit Canadians will also be pursued.

Gender-based analysis plus

As part of SSHRC’s continued commitment to advancing EDI, several initiatives are planned for 2022–23 that integrate gender-based analysis plus (GBA Plus) and EDI perspectives to promote inclusive outcomes for Canadians.

SSHRC will continue to work with NSERC and CIHR on the implementation of the [Tri-agency Equity, Diversity and Inclusion Action Plan](#).^{xviii} The plan outlines actions needed to provide equitable access for all members of the research community to granting agency funding opportunities, and to influence the achievement of an inclusive postsecondary research system and culture in Canada. Implementation measures in 2022–23 will continue to advance a more comprehensive and inclusive understanding of research excellence, and to identify and address barriers to accessibility in the research funding system. Essential to these efforts is the continued collection, analysis and release of disaggregated data on program participation and award rates, in order to help identify inequities and inform future decisions to address them. Policies and processes will be examined to support the inclusion of diverse participants on selection committees and advisory bodies.

SSHRC will also continue working with the [Advisory Committee to Address Anti-Black Racism](#),^{xix} created in 2020–21, to better understand how anti-Black racism may affect its programs and operations, and to take action where possible, informed by meaningful dialogue with community stakeholders and SSHRC employees. In addition, SSHRC will develop an Accessibility Action Plan for the organization, as required by the [Accessible Canada Act](#)^{xx} (see box).

Further, SSHRC’s Evaluation Division will continue to conduct program evaluations using a GBA Plus protocol that includes standardized sub-questions and data collection tools to identify any potential differential impacts of SSHRC’s programs with respect to research, research training and research careers. In 2022–23, this protocol will be used in the evaluation of the Canada Research Chairs Program and the horizontal tri-agency evaluation of funding for graduate student training.

Accessibility Action Plan

- SSHRC will identify, remove and prevent barriers to accessibility in both external-facing programs and policies and in internal-facing activities in compliance with the *Accessible Canada Act*.
- With a project charter already in place, SSHRC will develop an Accessibility Action Plan that will cover areas related to the design and delivery of external-facing programs and communication.
- An internal Accessibility Strategy will improve participation of persons with disabilities in the workforce, in SSHRC systems and in procurement processes.

The requirements of the [2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement for the Canada Research Chairs Program](#)^{xxi} and the program’s 2021 Canadian Human Rights Settlement Agreement will continue to be implemented by the Tri-agency Institutional Programs Secretariat, which administers the program on behalf of CIHR, NSERC and SSHRC. Institutions participating in the Canada Research Chairs Program will implement equity targets for the allocated chairs, principally based on Canada’s population, to address the underrepresentation within the program of individuals from the four designated groups (women,

persons with disabilities, Indigenous Peoples and members of visible minorities). Intersectional data will be monitored to gain a more complete and nuanced perspective.

United Nations’ 2030 Agenda for Sustainable Development and its Sustainable Development Goals

SSHRC will continue to fund research and training that address the [United Nations’ 2030 Sustainable Development Agenda](#)^{xxii} and [Sustainable Development Goals \(SDGs\)](#).^{xxiii} Following publication of the revised Federal Sustainable Development Strategy in 2022, SSHRC will produce its own Sustainable Development Strategy in alignment with the 17 SDGs. SSHRC contributes to sustainable development and knowledge, and to SDG 4 specifically—education—by funding research and by training the next generation of researchers through funding projects that relate to sustainable development. As well, SSHRC aims to use its funding to mobilize social sciences and humanities research to address emerging economic, societal and knowledge needs for Canada in support of SDG 9—industry, innovation and infrastructure—to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation. SSHRC funding also builds capacity to strengthen the response to the threat of climate change in support of SDG 13—climate action. For example, as noted earlier, the NFRF plans to launch an international joint initiative on climate change research. As also noted, SSHRC will organize two dedicated national forums on global challenges to foster knowledge mobilization, networking and partnerships among the academic, public, private and not-for-profit sectors to help spotlight postpandemic socioeconomic trends and to inform effective decision making in support of SDG 10—reduced inequalities.

Experimentation

In support of the Strengthening Indigenous Research Capacity Implementation Plan, SSHRC will launch two pilot initiatives in 2022–23. For the first initiative, in collaboration with CIHR, NSERC and Indigenous partners, the Research Training Portfolio will implement a pilot funding opportunity in support of Indigenous research talent. The second pilot initiative will identify recommendations on opening eligibility to the Insight Grants funding opportunity for researchers at Indigenous not-for-profit organizations and address potential barriers that this group of researchers might face in the merit review process. Stakeholder engagement will be key and options will be presented to the communities for their input (e.g., Indigenous scholars on the Reference Group for Peer Review, SSHRC’s [Indigenous Advisory Circle](#)^{xxiv}).

Planned results for Funding Social Sciences and Humanities Research and Training

The following table shows, for Funding Social Sciences and Humanities Research and Training, the planned results, the result indicators, the targets and the target dates for 2022–23, 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	2018–19 actual result	2019–20 actual result	2020–21 actual result
Canada's social sciences and humanities research is internationally competitive	Canada's rank among Organisation for Economic Co-operation and Development nations on the citation score of social sciences and humanities research publications	In the top 10	March 2023	12	19	20
	Percentage of funded projects involving international collaborations	Min. 65%	March 2023	70%	68%	64%
	Number of research projects funded jointly by SSHRC and international partner(s)	Min. 9	March 2023	10	16	10
Canada has a pool of diverse and highly skilled people in the social sciences and humanities	Percentage of newly funded recipients who self-identify as women	Min. 51.0%	March 2023	Not available (N/A)*	N/A*	55.8%
	Percentage of newly funded recipients who self-identify as visible minorities	Min. 18.0%	March 2023	N/A*	N/A*	20.0%
	Percentage of newly funded recipients who self-identify as Indigenous Peoples	Min. 4.0%	March 2023	N/A*	N/A*	3.0%
	Percentage of newly funded recipients who self-identify as persons with disabilities	Min. 4.6%	March 2023	N/A*	N/A*	5.1%
	Number of research trainees supported through grants	Min. 7,700	March 2023	8,948	9,778	3,838 [†]
	Number of research trainees supported by SSHRC through scholarships and fellowships	Min. 4,500	March 2023	4,384	4,621	4,870
	Percentage of funded research trainees who go on to work in a research position	Min. 60%	March 2023	63%	59%	61%

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Canada's social sciences and humanities research knowledge is used	Funding from non-academic partners for research projects	Min. \$40 million	March 2023	\$35,185,921	\$41,389,331	\$44,934,932
	Number of non-academic partners in research projects	Min. 800	March 2023	824	869	1,168
	Percentage of grants reporting non-academic collaborator(s) in the research process	Min. 70%	March 2023	70%	72%	74%
	Percentage of funded projects reporting socioeconomic outcomes for Canadians	Min. 75%	March 2023	78%	78%	80%

* Data for these new 2021–22 indicators are available beginning last year.

† The decrease in the number of research trainees supported through grants in 2020–21 is most likely due to SSHRC receiving fewer end-of-grant achievement reports as a result of COVID-related grant extensions.

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

Planned budgetary spending for Funding Social Sciences and Humanities Research and Training

The following table shows, for Funding Social Sciences and Humanities Research and Training, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
627,843,877	627,843,877	655,714,181	641,949,318

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

Planned human resources for Funding Social Sciences and Humanities Research and Training

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
220	225	223

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

Institutional Support for the Indirect Costs of Research

Description

SSHRC, on behalf of CIHR, NSERC and SSHRC, provides financial support to universities, colleges and their affiliated research hospitals and institutes to reimburse a portion of indirect costs associated with the funded research.

Planning highlights

Through this core responsibility, SSHRC continues to deliver on its departmental result: Canada's university and college research environments are strong. Every year, the federal government supports research in engineering and the natural sciences, health sciences, social sciences and humanities through its three research funding agencies, CIHR, NSERC and SSHRC. The Research Support Fund (RSF) reinforces this investment by helping postsecondary institutions maintain the equipment, facilities and administrative support needed to foster a strong, world-class research environment, which in turn ensures that researchers are provided with the necessary space and support at institutions to undertake high-quality multidisciplinary research. Through the Incremental Project Grants stream of the RSF, eligible institutions can receive additional support for projects that focus on priority areas.

Departmental Result 4: Canada's university and college research environments are strong

SSHRC will continue to implement the management response to the 15th-year evaluation of the RSF. To that effect, SSHRC will propose a renewed reporting framework to help implement institutional reporting that is more in line with the contributory nature of the program, the risk associated with the program and the performance information needs of program management. The new framework would take into consideration the RSF's 2018 terms and conditions that recognize its two streams (base grants and Incremental Project Grants), which each contribute to the same long-term outcomes, although the short- and medium-term results differ in scope.

Major highlights of the renewed approach include:

- ▶ engagement with institutions, and implementation of a communications plan and outreach activities to give eligible institutions the opportunity to provide feedback on the renewed approach; and
- ▶ requirement for institutions to report on expense categories and to share performance stories publicly.

Planned results for Institutional Support for the Indirect Costs of Research

The following table shows, for Institutional Support for the Indirect Costs of Research, the planned results, the result indicators, the targets and the target dates for 2022–23, 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	2018–19 actual result	2019–20 actual result	2020–21 actual result
Canada's university and college research environments are strong	Total percentage of funds invested in research facilities	25%-35%	March 2023	33%	32%	33%
	Total percentage of funds invested in management and administration	30%-40%	March 2023	34%	32%	31%
	Average number of Canadian institutions among the top 250 of international university rankings	Min. 10	March 2023	11	10	10

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

Planned budgetary spending for Institutional Support for the Indirect Costs of Research

The following table shows, for Institutional Support for the Indirect Costs of Research, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
428,251,306	428,251,306	428,249,525	428,247,211

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

Planned human resources for Institutional Support for the Indirect Costs of Research

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
5	5	5

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

Internal services: planned results and key risks

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 effectively and efficiently execute its mandate, SSHRC must remain a nimble, responsive and adaptive organization, one that ensures the well-being and productivity of its employees in a changing work environment. Focus for 2022–23 will be on the following activities:

- ▶ **Renewing the workplace**—SSHRC will move to a new, state-of-the-art office location that aligns with the GC workplace standard. It will ensure that office re-entry is gradual, safe, and based on all COVID-19 protocols and vaccination requirements. SSHRC will be adopting a flexible approach to work and business processes that promotes a workforce that is diverse, mobile and focused on excellence in a modern, inclusive and healthy workplace enabled by innovative tools and technology.
- ▶ **Supporting SSHRC’s workforce**—Knowing that achieving results depends on skilled and dedicated staff, SSHRC has multiple initiatives designed to create an environment where diverse employees can thrive. It is implementing its new People Strategy that focuses on four key priorities; building its workforce for future success; promoting a safe, respectful and healthy work environment; fostering accessibility, diversity and inclusiveness at work; and modernizing SSHRC’s operations to support an agile, resilient and responsible workforce. This will also be supported by the opening of the Office of the Ombuds and Workplace Well-being.
- ▶ **Becoming more agile**—Over the past few years, the rate of change in the Canadian research context has increased. In 2022–23, SSHRC will continue to focus on building its own flexibility and agility to respond to these changes. This includes improving processes for

allocation (and rapid reallocation) of resources, and upgrading its information management and information technology infrastructure.

- ▶ **Implementing the Tri-agency Grants Management Solution**—The three federal research granting agencies’ existing grants management systems operate on dated technologies and are limited in their ability to adapt to the changing needs of both the research community and the agencies themselves. As such, SSHRC will continue working with CIHR and NSERC to develop the [Tri-agency Grants Management Solution](#).^{xxxii} Taking a user-centric approach provides an opportunity to modernize grants management and meet the standards of excellence that the Canadian research community and tri-agency staffs expect in terms of efficiency, interoperability, accessibility and usability. In 2022–23, consultations with both internal and external stakeholders will continue as the agencies obtain the necessary Treasury Board expenditure and contract authorities, and the initiative advances toward the selection of an industry partner and implementation phase.

Key risks

In developing its priorities for 2022–23, SSHRC identified a number of key risks that could affect the achievement of its planned results. A few examples of mitigation strategies are provided below for each risk:

- ▶ **Risk to managing resources:** Multiple pressures facing the organization could stretch SSHRC’s limited operating resources and raise challenges in efficiently allocating financial and human resources to support priority activities.
 - To mitigate this risk, SSHRC will continue to strengthen systems, processes and the fundamental tools of governance; to integrate strategic, annual and ongoing activity planning with results framework and multiyear resource management planning processes; and to align decision processes with strategic direction in place for budget allocations and reallocation.
- ▶ **Risk to managing change:** The volume and complexity of changes facing SSHRC may outstrip the ability to effectively manage change and to effectively adapt to new technologies, organizational growth, new collaborations, new programs, new program directions and external factors affecting the organization, while ensuring the continuity of business.
 - To mitigate this risk, SSHRC will continue to ensure that the organization focuses on the delivery of its solid suite of programs and policies; to support change management strategies and resources in major projects and ensure proper resources are allocated to the priorities; and to allow opportunities for the organization to be flexible and react effectively to change through staff support and training, using integrated planning as needed.
- ▶ **Risk to safeguarding SSHRC’s reputation:** SSHRC may face challenges to its reputation due to transformative changes in its operations, delivery of high-profile programs, the sensitive or

controversial nature of funded research, and its increasing engagement with external partners and stakeholders.

- To mitigate this risk, SSHRC will continue to ensure that the organization maintains effective relationships with the social sciences and humanities and the broader research community through regular dialogue and strong engagement channels established across the organization with stakeholders and partners; to address emerging external and internal priorities; and to regularly assess capacity to fulfill commitments of potential new partnerships.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
17,357,543	17,357,543	16,984,395	16,786,109

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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
115	117	117

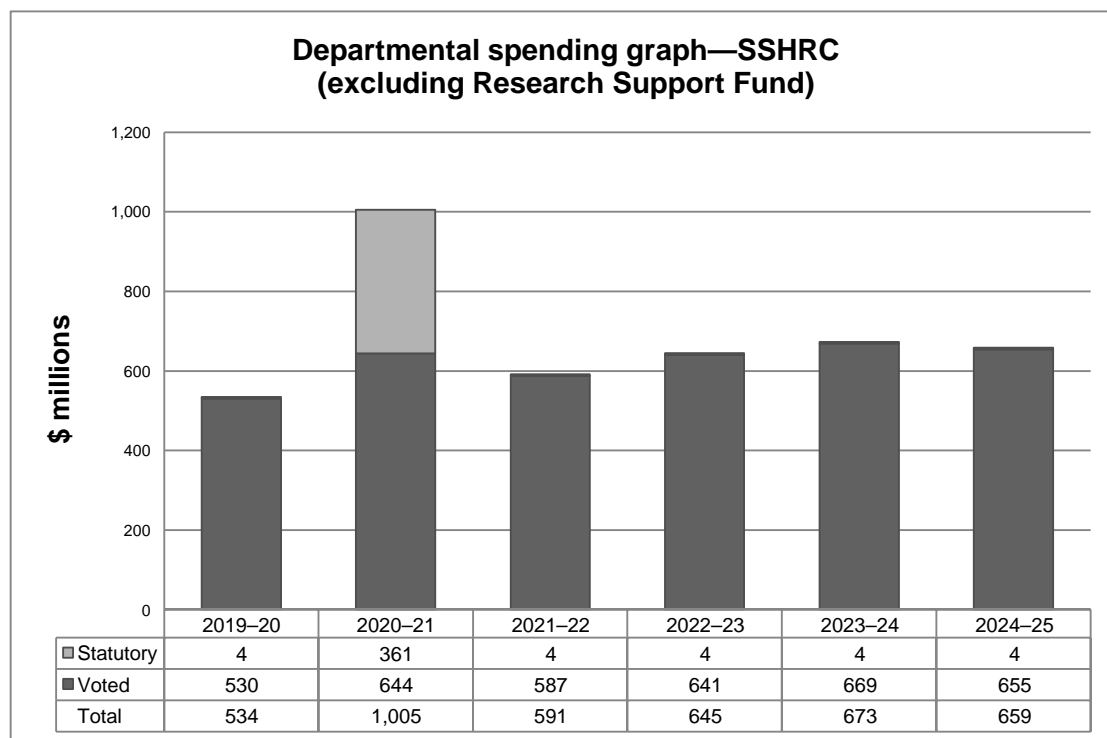
Planned spending and human resources

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 2022–23 with actual spending for the current year and the previous year.

Planned spending

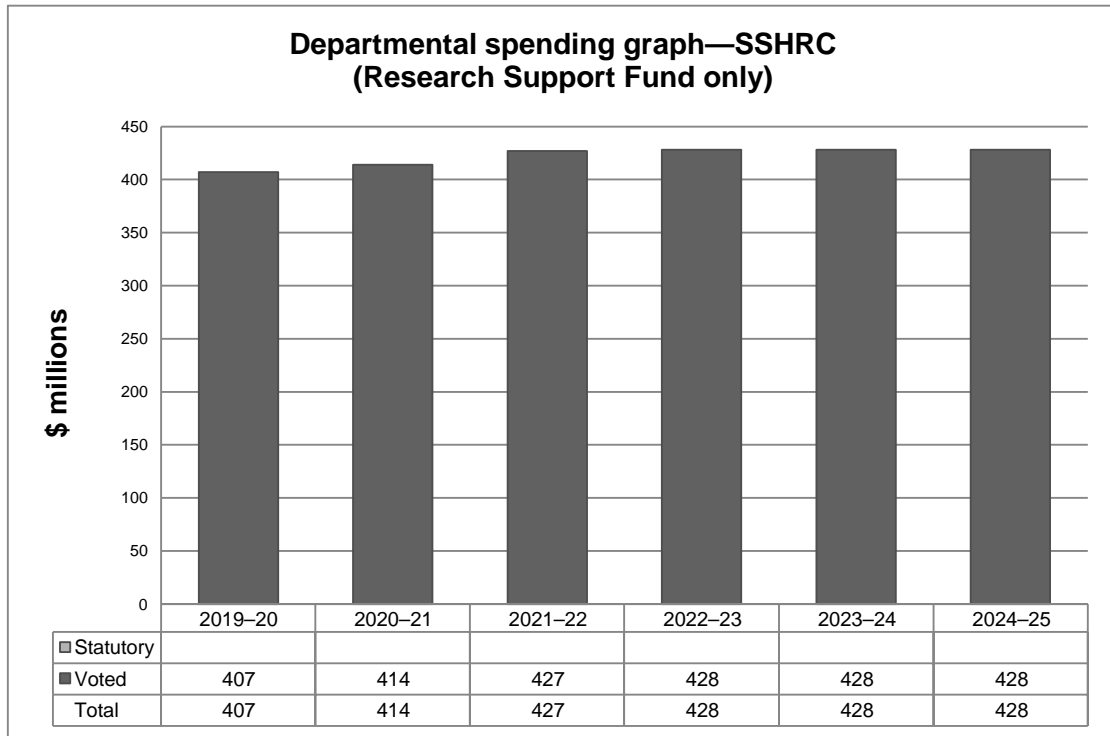
Departmental spending 2019–20 to 2024–25

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



Notes: This spending includes tri-agency funding that supports projects in social sciences and humanities disciplines as well as the entire budget for the New Frontiers in Research Fund, which supports projects across all disciplines but is included in SSHRC reference levels.

Planned spending is increasing in 2022–23 and 2023–24 due to funding received from Budget 2021 for the Race, Gender and Diversity Initiative and the new Canada Biomedical Research Fund. Then funding is expected to decrease slightly in 2024–25 due mainly to the sunsetting of the Race, Gender and Diversity Initiative, a reduction in the Canada Graduate Scholarships due to a reallocation between the three granting agencies, and transfers from the Natural Sciences and Engineering Research Council for the College and Community Innovation Program based on competition results.



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

The following table shows information on spending for each of SSHRC's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Funding Social Sciences and Humanities Research and Training	514,071,053	984,238,574	569,805,560	627,843,877	627,843,877	655,714,181	641,949,318
Institutional Support for the Indirect Costs of Research	407,067,651	414,635,293	427,305,215	428,251,306	428,251,306	428,249,525	428,247,211
Subtotal	921,138,704	1,398,873,867	997,110,775	1,056,095,183	1,056,095,183	1,083,963,706	1,070,196,529
Internal services	19,618,584	20,244,740	20,779,196	17,357,543	17,357,543	16,984,395	16,786,109
Total	940,757,288	1,419,118,607	1,017,889,971	1,073,452,726	1,073,452,726	1,100,948,101	1,086,982,638

Planned spending is increasing in 2022–23 and 2023–24 due to funding received from Budget 2021 for the Race, Gender and Diversity Initiative and the new Canada Biomedical Research Fund. Then funding is expected to decrease slightly in 2024–25 due mainly to the sunsetting of the Race, Gender and Diversity Initiative, a reduction in the Canada Graduate Scholarships due to a reallocation between the three granting agencies and transfers from the Natural Sciences and Engineering Research Council for the College and Community Innovation Program based on competition results.

At the start of 2021–22, SSHRC revised the allocation of costs to internal services to better align the program inventory to actual usage resulting in a shift of cost allocations between internal services and core responsibility 1.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of SSHRC's core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Funding Social Sciences and Humanities Research and Training	159	180	213	220	225	223
Institutional Support for the Indirect Costs of Research	4	4	5	5	5	5
Subtotal	163	184	218	225	230	228
Internal services	111	126	114	115	117	117
Total	274	310	332	340	347	345

Planned human resources are increasing because of the Race, Gender and Diversity Initiative, the new Canada Biomedical Research Fund and the transfer of the Networks of Centres of Excellence program from the Natural Sciences and Engineering Research Council to the SSHRC-managed New Frontiers in Research Fund.

At the start of 2021–22, SSHRC revised the allocation of costs to internal services to better align the program inventory to actual usage resulting in a shift of full-time equivalents between internal services and core responsibility 1.

Estimates by vote

Information on SSHRC's organizational appropriations is available in the [2022–23 Main Estimates](#).^{xxxii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of SSHRC's operations for 2021–22 to 2022–23.

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 [SSHRC's website](#).^{xxxiii}

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	1,015,195,628	1,077,753,938	62,558,310
Total revenues	94,976	107,962	12,986
Net cost of operations before government funding and transfers	1,015,100,652	1,077,645,976	62,545,324

Total expenses are expected to increase by 6.2% (\$63 million). The increase is primarily attributable to new initiatives announced in Budget 2021, including the Canada Biomedical Research Fund with an initial budget of \$39 million for 2022–23, and the Race, Gender and Diversity Initiative with an initial budget of \$2 million in 2022–23. The New Frontiers in Research Fund, from Budget, is also progressing with a budget growth of around \$34 million during 2022–23. Spending related to the Networks of Centres of Excellence and Canada Graduate Scholarships is expected to decrease by \$10 million in total during 2022–23, as stipulated in budgets 2018 and 2019 respectively.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Innovation, Science and Industry

Institutional head: Ted Hewitt, President

Ministerial portfolio: Innovation, Science and Industry

Enabling instrument(s): *Social Sciences and Humanities Research Council Act*, R.S.C. 1985,
c. S-12^{xxxiv}

Year of incorporation / commencement: 1977

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

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

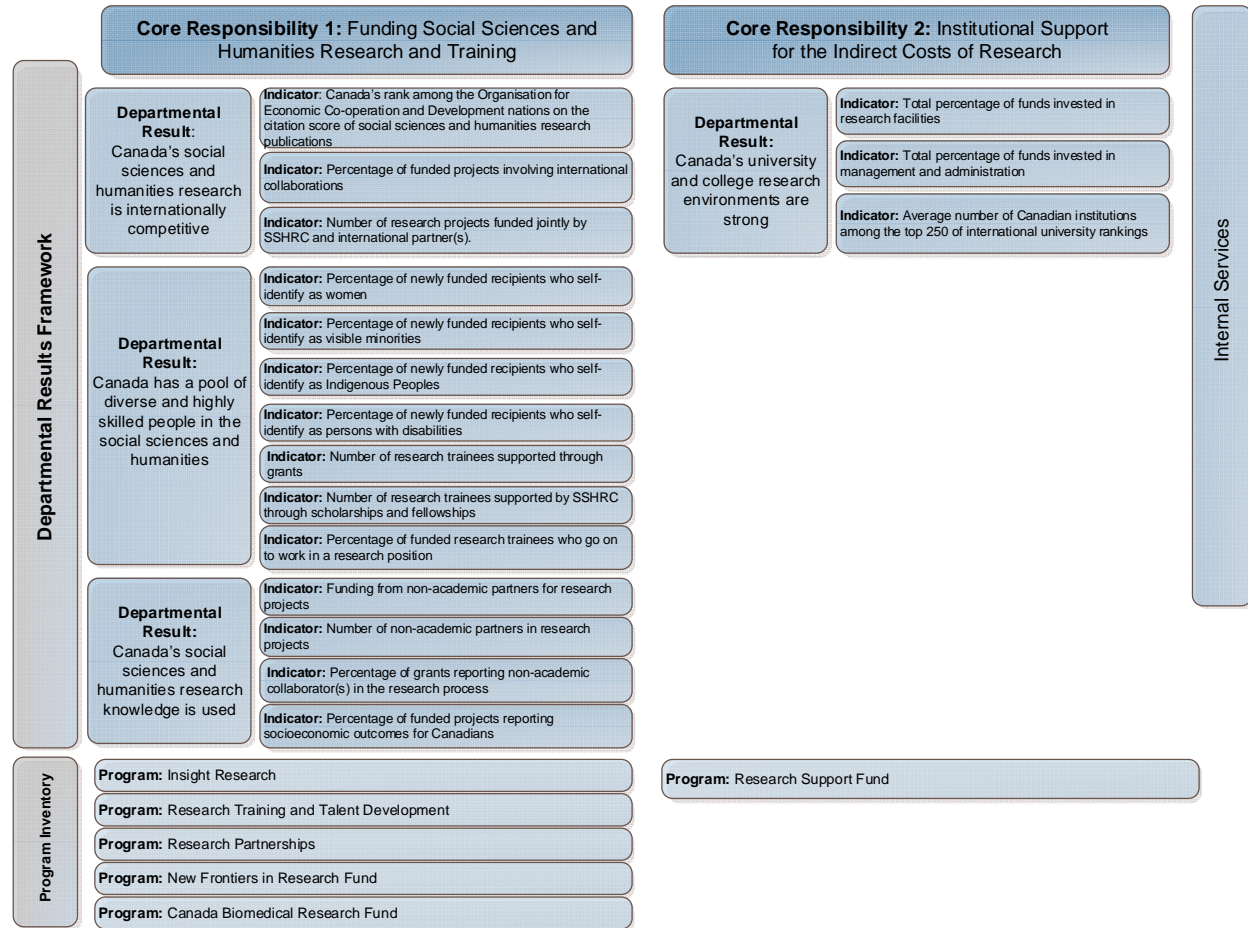
Information on SSHRC's mandate letter commitments is available in the "[Minister's mandate letter](#)".^{xxxvi}

Operating context

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

Reporting framework

SSHRC’s approved departmental results framework and program inventory for 2022–23 are as follows.



Changes to the approved reporting framework since 2021–22

Structure	2021–22	2022–23	Change	Reason for change
Core responsibility	Funding Social Sciences and Humanities Research and Training	Funding Social Sciences and Humanities Research and Training	No change	Not applicable
Program	Insight Research	Insight Research	No change	Not applicable
Program	Research Training and Talent Development	Research Training and Talent Development	No change	Not applicable
Program	Research Partnerships	Research Partnerships	No change	Not applicable
Program	New Frontiers in Research Fund	New Frontiers in Research Fund	No change	Not applicable
Program	Not applicable	Canada Research Continuity Emergency Fund	Program ended	Note 1
Program	Canada Biomedical Research Fund	Not applicable	New program	Note 2
Core responsibility	Institutional Support for the Indirect Costs of Research	Institutional Support for the Indirect Costs of Research	No change	Not applicable
Program	Research Support Fund	Research Support Fund	No change	Not applicable

Note 1: This temporary emergency program responded to the adverse impacts of the COVID-19 pandemic on Canada's academic research enterprise.

Note 2: This new program is an essential component of [Canada's Biomanufacturing and Life Sciences Strategy](#),^{xxxviii} announced in the 2021 federal budget.

Supporting information on the program inventory

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

Supplementary information tables

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

- ▶ Departmental Sustainable Development Strategy/Reporting on Green Procurement
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus

Federal tax expenditures

SSHRC'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](#).^{xli} 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

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Telephone: 613-992-0691

Email: corporate-performance@sshrc-crsh.gc.ca

Website(s): www.sshrc-crsh.gc.ca^{xliii}

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.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

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; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022-23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

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

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. *Momentum: SSHRC's Strategic Plan 2020 to 2025*, https://www.sshrc-crsh.gc.ca/about-au_sujet/publications/strategic_plans-plans_strategiques/2020/momentum-eng.aspx
- ii. *Canada's Biomanufacturing and Life Sciences Strategy*, <https://www.ic.gc.ca/eic/site/151.nsf/eng/00019.html>
- iii. Canada Biomedical Research Fund, <https://www.sshrc-crsh.gc.ca/funding-financement/cbrf-frbc/overview-aperçu-eng.aspx>
- iv. Tri-agency Equity, Diversity and Inclusion Action Plan, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Action-Plan_Plan-dAction_eng.asp
- v. Setting New Directions to Support Indigenous Research and Research Training in Canada 2019-2022, <https://www.canada.ca/en/research-coordinating-committee/priorities/indigenous-research/strategic-plan-2019-2022.html>
- vi. Imagining Canada's Future, https://www.sshrc-crsh.gc.ca/society-societe/community-communite/Imagining_Canadas_Future-Imaginer_l_avenir_du_Canada-eng.aspx
- vii. Tri-agency Grants Management Solution, http://science.gc.ca/eic/site/063.nsf/eng/h_97924.html
- viii. Canada Biomedical Research Fund, <https://www.sshrc-crsh.gc.ca/cbrf>
- ix. Biosciences Research Infrastructure Fund, <https://www.innovation.ca/apply-manage-awards/funding-opportunities/biosciences-research-infrastructure-fund>
- x. New Frontiers in Research Fund special call to support research for postpandemic recovery, <https://www.sshrc-crsh.gc.ca/funding-financement/nfrf-fnfr/special/special-eng.aspx>
- xi. New Frontiers in Research Fund Transformation stream, <https://www.sshrc-crsh.gc.ca/funding-financement/nfrf-fnfr/transformation/transformation-eng.aspx>
- xii. *Canada's Biomanufacturing and Life Sciences Strategy*, <https://www.ic.gc.ca/eic/site/151.nsf/eng/00019.html>
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- xiv. Tri-agency Research Data Management Policy, https://www.science.gc.ca/eic/site/063.nsf/eng/h_97610.html
- xv. Open science, https://science.gc.ca/eic/site/063.nsf/eng/h_98054.html
- xvi. Imagining Canada's Future, https://www.sshrc-crsh.gc.ca/society-societe/community-communite/Imagining_Canadas_Future-Imaginer_l_avenir_du_Canada-eng.aspx
- xvii. 2018 Horizon Scan: The Next Generation of Emerging Global Challenges, <https://horizons.gc.ca/en/2018/10/19/the-next-generation-of-emerging-global-challenges/>
- xviii. Tri-agency Equity and Diversity Action Plan, https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Action-Plan_Plan-dAction_eng.asp
- xix. Advisory Committee to Address Anti-Black Racism, https://www.sshrc-crsh.gc.ca/about-au_sujet/governance-gouvernance/committees-comites/racism-racisme-eng.aspx
- xx. *Accessible Canada Act*, <https://laws.justice.gc.ca/eng/acts/A-0.6/page-1.html>
- xxi. 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement for the Canada Research Chairs Program, https://www.chairs-chaïres.gc.ca/program-programme/equity-equite/2019_addendum-eng.aspx
- xxii. United Nations 2030 Sustainable Development Agenda, <https://www.un.org/sustainabledevelopment/development-agenda/>
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- xxiv. Indigenous Advisory Circle, https://www.sshrc-crsh.gc.ca/society-societe/community-communite/indigenous_research-recherche_autochtone/advisory_circle-cercle_consultatif-eng.aspx
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- xxvii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

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- xxxvi. Minister of Innovation, Science and Industry Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-innovation-science-and-industry-mandate-letter>
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- xxxviii. *Canada’s Biomanufacturing and Life Sciences Strategy*, <https://www.ic.gc.ca/eic/site/151.nsf/eng/00019.html>
- xxxix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xl. SSHRC’s website: 2022–23 supplementary information tables, https://www.sshrc-crsh.gc.ca/about-au_sujet/publications/dp/2022-2023/dp-eng.aspx#9
- xli. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xlii. SSHRC’s website: landing page, www.sshrc-crsh.gc.ca