



Federal Economic Development  
Agency for Northern Ontario

Agence fédérale de développement  
économique pour le Nord de l'Ontario

## **Federal Economic Development Agency for Northern Ontario**

# **2022–23**

### Departmental Plan

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The Honourable Patty Hajdu, P.C., M.P.  
Minister of Indigenous Services and Minister  
responsible for the Federal Economic Development  
Agency for Northern Ontario

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## From the Minister

Now a standalone Regional Development Agency (RDA) the Federal Economic Development Agency for Northern Ontario (FedNor) will build on its decades-long legacy by working to strengthen the resilience of communities across the region, and by promoting job creation and an inclusive, innovative and sustainable economy with pathways of economic opportunity for all.

Through its various offerings, FedNor works with stakeholders including businesses, community development partners, the province and municipalities to foster growth in key sectors of Northern Ontario’s economy. Notably, the organization is focused on advancing innovation and commercialization, promoting the transition to a green economy, and supporting business growth and productivity, including through the adoption and adaptation of technology and market expansion. By focusing on these and other key priorities, FedNor is helping businesses and communities recover and emerge more resilient than ever from the COVID-19 pandemic while improving the quality of jobs and creating the jobs of tomorrow.



In the coming year, FedNor will prioritize the delivery of support to small and medium -sized businesses and key sectors that continue to recover from the impacts of the pandemic. This includes support for the tourism sector, regional air transportation and aerospace, among others. In addition to delivering recovery initiatives, FedNor will continue to promote short- and long-term job creation through the delivery of its regionally tailored programs, services and expertise, ensuring all corners of the region have access to place-based programming support.

FedNor will also seek to support the economic participation of underrepresented groups including women, Indigenous peoples, young entrepreneurs, Black Canadians, as well as Official Languages Minority Communities across the region to further strengthen the innovation and diversity of Northern Ontario’s economy.

FedNor will continue to build on the Government of Canada’s Prosperity and Growth Strategy for Northern Ontario through focussed engagement with municipalities and Indigenous communities on economic development opportunities, and drive investments to support the innovative growth and recovery of critical sectors to the regional economy such as mining and tourism.

As we continue to build a stronger, more sustainable Northern Ontario, FedNor will maintain its close collaboration with partner Community Futures Development Corporations, as well as its counterpart Regional Development Agencies across Canada, to deliver relevant, responsive and timely programming that is tailored to the needs of the region.

Together with Canadians of all backgrounds and stakeholders across Northern Ontario, we are building a globally competitive, sustainable and environmentally sound economy that will benefit generations to come.

It is my pleasure to present the 2022–23 Departmental Plan for FedNor.

## Plans at a glance

The Federal Economic Development Agency for Northern Ontario (FedNor) was established on August 12, 2021, to strengthen the economic development of Northern Ontario. The Agency was previously positioned as an initiative under Innovation, Science and Economic Development Canada (ISED) and was formed in 1987 to: promote economic development in areas of low income and slow economic growth; emphasize long-term economic development and sustainable employment and income creation; and focus on small- and medium-sized enterprises (SMEs) and the development of entrepreneurial talent.

Northern Ontario's economy has historically been concentrated in primary industries, such as mining and forestry, making it highly susceptible to global economic cycles and contributing to economic growth that has traditionally been slower than Ontario and Canada. The region's economic opportunity lies in: the rising demand for natural resources that can be responsibly sourced from Northern Ontario, including precious and base metals, wood products, biofuel and critical minerals; renewed interest in the forestry sector, particularly for paper products and lumber; and competitive land price advantage along with more than one million acres of unused agricultural land and longer growing seasons.

The impact of the COVID-19 pandemic has been uneven across Northern Ontario's communities and businesses. The region has seen a lower rebound in total employment when compared to the rest of Ontario and annual employment has dropped significantly year over year since the start of the COVID-19 pandemic. Communities and businesses that are largely dependent on tourism were heavily impacted by the implementation of public health measures at the Canada-United States border and travel restrictions. However, communities where there is a high reliance on mining, and quarrying were less severely impacted as businesses in this sector were able to largely continue operations under public health guidelines.

While continuing to support the region through the COVID-19 pandemic and positioning it for a strong economic recovery, FedNor will also continue its transition to a standalone Regional Development Agency (RDA).

Over the course of 2022-23, FedNor will focus its efforts on the following priorities:

### **Encourage the economic diversification and resilience of communities**

As communities continue to deal with the impacts of the COVID-19 pandemic, FedNor will provide targeted support to mitigate negative effects and help communities plan for, and implement, economic recovery efforts. [Core programming<sup>i</sup>](#) will support economic diversification in communities where economic activity is concentrated in a single area (such as mining, forestry, or tourism) and take advantage of new sectors and markets, with a focus on supporting sustainable and environmentally friendly activities.

Through strategic investments and outreach activities, FedNor will continue its efforts to increase the participation of traditionally underrepresented groups in the Northern Ontario economy, including Indigenous peoples, members of Official Language Minority Communities (OLMCs), Black people and other racialized groups, persons with disabilities, newcomers to Canada, women, youth and LGBTQ2+ individuals.

FedNor will continue to work with the Community Futures Development Corporations (CFDC) to support diversification and competitiveness in local rural economies.

### **Strengthen support to businesses**

SMEs are the backbone of Northern Ontario’s economy and their growth provides opportunities for the entire region. It is essential for the region and all of its communities that SMEs are supported through the pandemic and well positioned for recovery. FedNor aims to increase the participation of systemically marginalized groups in the innovation economy to support the development of a diverse, skilled, and educated labour force that enables SMEs to grow and scale-up. FedNor will continue to seek pathways towards providing wrap around services and strengthening network resources to support businesses owned by underrepresented groups to overcome barriers and increase the inclusivity and diversity of Northern Ontario’s business landscape. In addition to using [core programming](#)<sup>ii</sup> to support business development and expansion, as well as entrepreneurship, FedNor will deliver targeted initiatives to support struggling businesses to encourage the creation of jobs, as well as clean and inclusive growth.

### **Foster innovation**

FedNor will work with stakeholders to expand and strengthen regional innovation ecosystems and clusters. Along with project funding, FedNor will play a convenor role to reinforce linkages between government programs and innovative firms.

### **Stand-up the FedNor Agency**

FedNor will continue to establish itself as a full-fledged RDA by developing additional capacity to fulfill its new responsibilities. As it will experience significant organizational change in 2022-23, FedNor will prioritize change management, adoption of streamlined work processes and the creation and maintenance of a healthy and inclusive work environment.

Throughout all of these activities, FedNor will make efforts to support equity, diversity and inclusivity, and encourage clean and sustainable development.

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

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

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

### **Economic Development in Northern Ontario**

#### **Description**

FedNor promotes an innovative, diversified and inclusive Northern Ontario economy through investments in regional growth, including commercialization and adoption of technologies, as well as community economic diversification.

#### **Planning highlights**

In 2022-23, FedNor will support the delivery of the Government’s priorities, tailored to the unique challenges and opportunities of Northern Ontario. As an Agency, FedNor will act as a convenor and champion for the region.

#### **Departmental Result:** Communities are economically diversified in Northern Ontario

Northern Ontario’s dependence on primary industries leaves its communities and businesses open to boom-and-bust cycles driven by factors well beyond its control. Diversifying local and regional economies is necessary for Northern Ontario’s long-term sustainability. Additionally, many of the region’s smaller communities are to some extent dependent on the tourism industry, which was decimated by the COVID-19 pandemic.

Through the Northern Ontario Development Program (NODP), FedNor will continue to invest in projects led by municipalities, First Nations, and other organizations and institutions that support community economic development, diversification, job creation and self-reliant communities in Northern Ontario. The Agency will fund projects that promote the development of small and rural businesses and help create and maintain skilled jobs in communities and create the conditions necessary for innovative businesses to remain anchored in these communities as they grow.

FedNor is committed to continue working with partners and stakeholders to build strong and economically sustainable communities with a high quality of life for residents. The Agency supports the capacity of small, rural and Indigenous communities to participate in economic opportunities by funding community economic development functions, like research and planning and small-scale economic infrastructure. The Agency will support the growth and expansion of businesses through training opportunities and flexible contribution programs that build capacity for businesses and communities.

In 2022-23, FedNor will continue to support the 24 Community Futures Development Corporations (CFDCs) located in Northern Ontario. These community-based, not-for-profit organizations are staffed by professionals and are governed by local volunteer boards of directors familiar with their community's needs, concerns and development plans. CFDCs offer a wide variety of programs and services supporting community economic development and small business growth. The Agency will continue to work collaboratively with CFDCs, their regional networks and the provincial association, through activities such as: outreach/liaison; capacity building; program and policy development; referrals; compliance monitoring in regard to contribution agreements; and other collaborative activities.

National programs like the Community Futures Program (CFP) target economic development in rural areas through the network CFDCs. Through the CFP, FedNor and the CFDCs will help communities attract, develop and retain innovative businesses to become anchor firms in their communities.

Francophone communities are important for the overall economic well-being of Northern Ontario. To encourage growth in Northern Ontario's Francophone communities, FedNor makes funding available for activities related to business and economic development. In 2022-23, the Agency will continue to provide targeted support for Official Language Minority Communities (OLMCs) in Northern Ontario through the Government of Canada's Economic Development Initiative for OLMCs (EDI). FedNor will collaborate with its partners and engage key stakeholders over the next fiscal year, regarding economic development and business growth to ensure investments respond to the needs of the OLMCs in Northern Ontario.

The COVID-19 pandemic has also significantly impacted the Canadian air and transport industries. The Government is committed to helping regional airports mitigate financial impacts of the COVID-19 pandemic. In 2022-23, the Agency will continue to support regional air and transport industries through the Regional Air Transportation Initiative (RATI). RATI aims to help regional air transportation ecosystems affected by the economic impacts of COVID-19 by enabling SMEs in the regional ecosystem to remain operational through these difficult times and continue to support the economic growth of the region.

Additional support will be directed at the tourism industry in the form of the Tourism Relief Fund (TRF). The TRF provides funding to tourism businesses and organizations to adapt their products and services, pivot their business models to take advantage of domestic markets, and plan for recovery.

Finally, FedNor will help communities improve public spaces and stimulate local economies through the delivery of the Canada Community Revitalization Fund (CCRF). Through this initiative, communities will be able to build or improve community infrastructure assets to help them recover from the pandemic.

**Departmental Result:** Businesses are innovative and growing in Northern Ontario

Driving economic growth includes fostering an inclusive business landscape. Ensuring businesses in Northern Ontario can recover from the impacts of the pandemic, as well as grow, helps to build a stronger and resilient economy for Northern Ontario's communities.

The RDAs, including FedNor, deliver the Regional Economic Growth through Innovation program (REGI), which is tailored to the unique realities of each region. REGI is the main tool that FedNor uses to support businesses to increase their competitiveness, adopt technologies and increase their productivity. The RDAs are one of the government's four flagship platforms that support business innovation. The RDAs work with the National Research Council of Canada (NRCC), the Canadian Trade Commissioner Service (TCS) and Innovation Canada to support Canadian businesses at all stages of the innovation and commercialization continuum.

In 2022-23, FedNor aims to advance the region's economy, encourage collaborative ventures, and promote the benefits of investing in the region. The Agency will maintain investments in key areas, such as direct-to-business support through the Business Scale-up and Productivity (BSP) stream, to help firms expand and create impactful jobs, commercialize new products and services, enter new markets and invest in technology that increases their productivity.

As a result of the COVID-19 pandemic, Northern Ontario has seen a year-over-year decrease in annual employment since the start of the pandemic. In support of SMEs and the creation of jobs, FedNor is delivering the Jobs and Growth Fund (JGF), which will help SMEs future-proof their businesses, build resiliency and transition to a green economy.

The Aerospace Regional Recovery Initiative (ARRI) complements the support provided to the aerospace industry through [Canada's COVID-19 Economic Response Plan](#).<sup>iii</sup> ARRI is focused on helping SMEs green their operations, improve productivity and strengthen their productivity, while furthering integration into regional and global supply chains.

FedNor will continue to work closely with the other RDAs and with Innovation, Science and Economic Development (ISED) to strengthen business and entrepreneurial support for underrepresented groups, which will include addressing funding gaps, building capacity and creating more inclusive entrepreneurship ecosystems. In 2022-23, the RDAs will deliver the Black Entrepreneurship Program (BEP) National Ecosystem Fund to strengthen capacity among Black-led not-for-profit business organizations. Additionally, FedNor and the RDAs will continue to deliver the Women Entrepreneurship Strategy's (WES) Ecosystem Fund in support of women entrepreneurs to start and grow their businesses.

**Departmental Result:** Businesses invest in the development and commercialization of innovative technologies in Northern Ontario

Canada relies on strong innovation to create economic opportunities across the country. FedNor will work to foster conditions that will encourage long-term economic growth for Northern communities.

Developing strong, dynamic and inclusive regional innovation ecosystems is essential for Canada. FedNor will collaborate with its partners and engage key stakeholders in discussions regarding economic development and business growth to ensure that the Agency’s investments respond to the changing needs of businesses. Key partners and stakeholders may include other levels of government, community leaders, financial institutions, industry associations and private-sector organizations.

Through REGI’s Regional Innovation Ecosystem (RIE) stream, the Agency will support ecosystem catalysts, including business incubators and accelerators, and invest in projects that support recovery, regional competitiveness and the growth of strategic clusters.

### **United Nations’ (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals**

FedNor’s mandate to build a stronger and more resilient Northern Ontario supports Canada’s efforts to implement the UN’s 2030 Agenda and the Sustainable Development Goals (SDG). Specifically, FedNor’s activities contribute to SDG 8 to “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” and SDG 9 to “build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.”

Through the NODP, FedNor supports community economic development and planning projects in urban, rural and remote communities, which contributes to the advancement of SDG 11 to “make cities and human settlements inclusive, safe, resilient and sustainable”.

In partnership with ISED, FedNor and the other RDAs deliver the WES Ecosystem Fund and the BEP. These programs support business owners and entrepreneurs from underrepresented groups to grow their businesses. Through delivery of these programs, FedNor also contributes to SDG 5 to “achieve gender equality and empower all women and girls” and SDG 10 to “reduce inequality within and among countries.”

### **Experimentation**

FedNor does not plan to conduct any experiments during 2022-23. Efforts will be focused on: standing-up the Agency and managing organizational change; enhancing client service delivery, in terms of delivering programs, implementing a new Grants and Contributions Program Management business system, and gathering socio-economic data.

## Key risk(s)

### Risk 1: Impacts of the COVID-19 Pandemic on Program Delivery

With continued public health restrictions in place due to the COVID-19 pandemic, businesses and organizations who received relief support in the previous two years may not be able to contribute sufficient funds or complete projects according to the original timeline due to resourcing issues, purchasing delays, and potentially lasting effects of the COVID-19 pandemic on resourcing or supply chains.

To mitigate this risk, FedNor has established internal, collaborative processes on new initiatives where Program Delivery staff can engage funding recipients to work on solutions at the earliest possible time.

### Risk 2: Organizational transformation and change management

There is a risk that the transformation required to take FedNor from an initiative to a RDA could put enormous pressure on the organisation, negatively impacting current employees and impeding the progress toward RDA status.

To mitigate this, FedNor’s management has established a new governance, and begun to systematically put in place the required structures, processes and plans to ensure as best a transition as possible.

### Planned results for Economic Development in Northern Ontario

The following table (Table 1) shows the planned results for Economic Development in Northern Ontario, 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.

Table 1 Planned results for Economic Development in Northern Ontario

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Communities are economically diversified in Northern Ontario	Percentage of SMEs that are majority-owned by Indigenous people in Northern Ontario	3.8% <sup>(1)</sup>	March 31, 2023	3.6% (2017)	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>
	Percentage of SMEs that are majority-owned by youth in Northern Ontario	13.0% <sup>(1)</sup>	March 31, 2023	12.8% (2017)	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>
	Percentage of SMEs that are majority-owned by	17.2% <sup>(1)</sup>	March 31, 2023	17.0% (2017)	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
	women in Northern Ontario					
	Percentage of SMEs that are majority-owned by visible minorities in Northern Ontario	2.8% <sup>(1)</sup>	March 31, 2023	2.6% (2017)	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>
	Percentage of SMEs that are majority-owned by persons with disabilities in Northern Ontario	0.8% <sup>(1)</sup>	March 31, 2023	0.8% (2017)	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>
	Amount leveraged per dollar invested by FedNor in projects	1.80	March 31, 2023	1.65	1.68	1.90
	Percentage of professional, science and technology-related jobs in Northern Ontario	29.5% <sup>(1)</sup>	March 31, 2023	27.6% (2016) <sup>(3)</sup>	27.3% (2017) <sup>(3)</sup>	29.1% (2018) <sup>(3)</sup>
Businesses invest in the development and commercialization of innovative technologies in Northern Ontario	Value of BERD by firms receiving FedNor program funding (in dollars)	FedNor: Not available <sup>(6)</sup>  Northern Ontario: \$8,000,000	March 31, 2023	FedNor value suppressed. <sup>(4)</sup>  Northern Ontario total \$10,103,330 (2014) <sup>(3)</sup>	FedNor value suppressed. <sup>(4)</sup> Northern Ontario total \$11,226,678 (2015) <sup>(3)</sup>	FedNor value suppressed. <sup>(4)</sup> Northern Ontario total \$8,503,000 (2016) <sup>(3)</sup>
	Percentage of companies engaged in collaborations with higher education institutions in Northern Ontario <sup>(5)</sup>	Not available	March 31, 2023	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>
Businesses are innovative and growing in Northern Ontario	Revenue growth rate of firms supported by FedNor programs	4%	March 31, 2023	FedNor value 6.3%. Northern Ontario total 7.8%. (2015) <sup>(3)</sup>	FedNor value suppressed. <sup>(4)</sup> Northern Ontario total -8.6%. (2016) <sup>(3)</sup>	FedNor value suppressed. <sup>(4)</sup> Northern Ontario total 4.5%. (2017) <sup>(3)</sup>
	Number of high-growth firms in Northern Ontario	200	March 31, 2023	300 (2014) <sup>(3)</sup>	250 (2015) <sup>(3)</sup>	200 (2016) <sup>(3)</sup>
	Value of exports of goods (in dollars) from Northern Ontario	\$8,100,000 <sup>(1)</sup>	March 31, 2023	7,696,863 (2015) <sup>(3)</sup>	7,427,377 (2016) <sup>(3)</sup>	8,088,730 (2017) <sup>(3)</sup>

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
	Value of exports of clean technologies (in dollars) from Northern Ontario	Not available	March 31, 2023	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>	Not available <sup>(2)</sup>

<sup>(1)</sup> FedNor has limited influence on the indicator in question. Targets are based on historical and current trends, as well as the predicted negative or stunting effects of the COVID-19 pandemic.

<sup>(2)</sup> The term “Not available” indicates that Statistics Canada did not publish survey results for that fiscal year.

<sup>(3)</sup> Data reported was published in the corresponding fiscal year; the actual year of the result is noted. A delay exists between the time Statistics Canada collects the data and when the data are published/available for use.

<sup>(4)</sup> Actual result for FedNor-assisted firms was suppressed by Statistics Canada to meet the confidentiality requirements of the *Statistics Act*.

<sup>(5)</sup> Statistics Canada currently publishes these data at the national and provincial levels. FedNor will work with Statistics Canada to obtain data for the sub-provincial region of Northern Ontario.

<sup>(6)</sup> Unable to set a target for FedNor due to suppression of historical data. FedNor is working to improve the quality of its data and increase funding for BERD. These actions should result in more matches in Statistics Canada’s linked file environment and eliminate the need for suppression.

The financial, human resources and performance information for the FedNor’s program inventory is available on [GC InfoBase](#).<sup>iv</sup>

#### Planned budgetary spending for Economic Development in Northern Ontario (dollars)

The following table (Table 2) shows, for Economic Development in Northern Ontario, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

Table 2 Planned budgetary spending for Economic Development in Northern Ontario (dollars)

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
123,822,898	123,822,898	57,533,891	48,344,148

Financial, human resources and performance information for FedNor’s program inventory is available on [GC InfoBase](#).<sup>v</sup>

Planned human resources for Economic Development in Northern Ontario

The following table (Table 3) 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.

Table 3 Planned human resources for Economic Development in Northern Ontario (full-time equivalents)

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
87	77	76

Financial, human resources and performance information for FedNor’s program inventory is available on [GC InfoBase](#).<sup>vi</sup>

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## Internal services: planned results

### Description

Internal Services are comprised of those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

### Planning highlights

In 2022-23, FedNor will continue to foster an agile, equipped and inclusive workforce, focusing on well-being throughout the changes incurred as part of the shift to remote working during the pandemic. FedNor will continue to work with ISED on its transition to a standalone department as well as in the establishment of its new governance structure and associated resources to meet its new legislative responsibilities and accountabilities.

FedNor is committed to strengthening and improving its client facing experience and to expand efficiencies in the delivery of its programs and build upon its excellence. Specifically, FedNor will:

1. Introduce and implement a new integrated software solution that will be used to manage grants and contribution (G&C) programs and client relationships. The Grant and Contributions Program Management (GCPM) system will create efficiencies and provide reporting capabilities at the project, client and program levels. Attributes include an online portal to submit applications, claims and digitized data collection to enhance user experience and execution excellence.
2. An update of the FedNor website, including a secure client portal. Completely redesigned with user needs in mind, the site will make it easier for our current and potential customers to find the information and services they are looking for.

3. Plan and prepare for the safe and healthy return of employees to physical occupancy, including implementing mitigation measures to address associated risks with required protocols, equipment, tools, and support.

Planned budgetary spending for internal services (dollars)

The following table (Table 4) 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.

Table 4 Planned budgetary spending for internal services (dollars)

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
1,165,877	1,165,877	2,819,094	2,830,948

Planned human resources for internal services (dollars)

The following table (Table 5) 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.

Table 5 Planned human resources for internal services (full-time equivalents)

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
15	15	15

## Planned spending and human resources

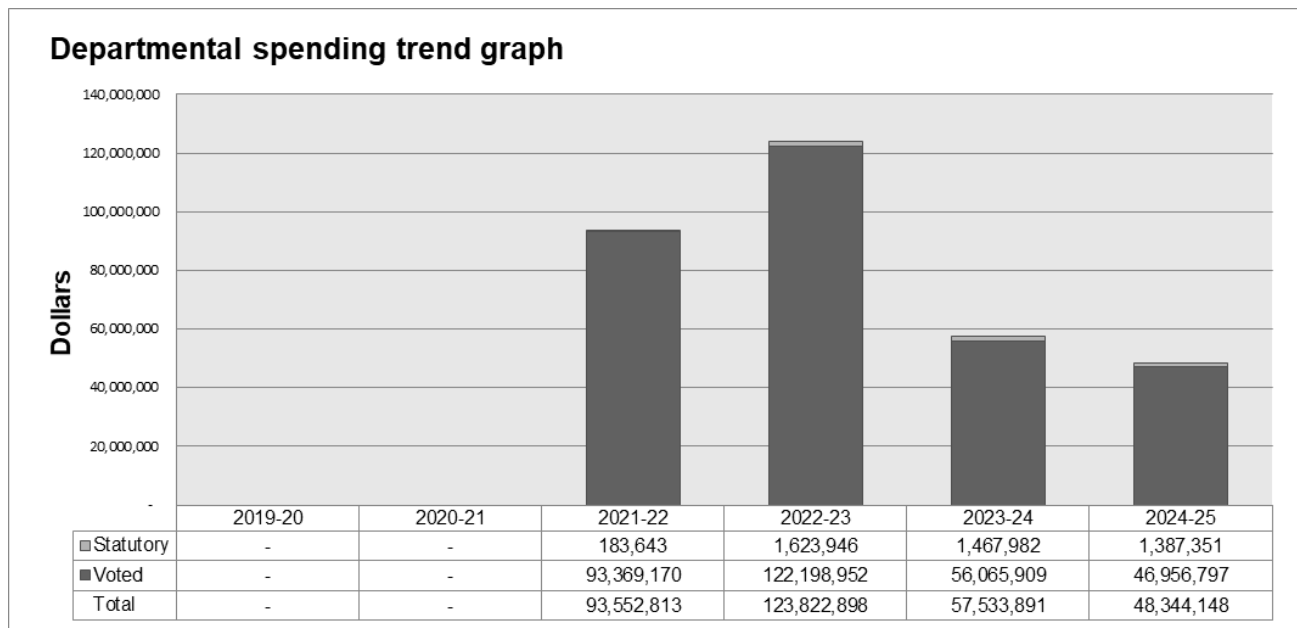
This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

### Planned spending

Departmental spending 2019–20 to 2024–25

The following graph (Figure 1) presents planned spending (voted and statutory expenditures) over time.

Figure 1 Departmental spending trend graph (dollars)



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

The following table (Table 6) shows information on spending for each of FedNor’s core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Table 6 Budgetary planning summary (dollars)

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
Economic Development in Northern Ontario	Nil	Nil	92,885,626	122,657,021	122,657,021	54,714,797	45,513,200
<b>Subtotal</b>	<b>Nil</b>	<b>Nil</b>	<b>92,885,626</b>	<b>122,657,021</b>	<b>122,657,021</b>	<b>54,714,797</b>	<b>45,513,200</b>
Internal services	Nil	Nil	667,187	1,165,877	1,165,877	2,819,094	2,830,948
<b>Total</b>	<b>Nil</b>	<b>Nil</b>	<b>93,552,813</b>	<b>123,822,898</b>	<b>123,822,898</b>	<b>57,533,891</b>	<b>48,344,148</b>

FedNor became a standalone Agency effective August 12, 2021. Actual expenditures from 2019-20 and 2020-21 as well as from April 1, 2021 to August 12, 2021 are reflected in [ISED’s 2021-22 Departmental Plan](#).<sup>vii</sup> Therefore, there is no historical information for a comparative analysis.

FedNor received significant temporary grants and contribution funding in response to COVID-19 and for the delivery of recovery initiatives as announced in Budget 2021, which accounts for the majority of the budget decrease beginning in 2023-24.

## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of FedNor’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

Table 7 Human resources planning summary (full-time equivalents)

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
Economic Development in Northern Ontario	Nil	Nil	73	87	77	76
<b>Subtotal</b>	<b>Nil</b>	<b>Nil</b>	<b>73</b>	<b>87</b>	<b>77</b>	<b>76</b>
Internal services	Nil	Nil	12	15	15	15
<b>Total</b>	<b>Nil</b>	<b>Nil</b>	<b>85</b>	<b>102</b>	<b>92</b>	<b>91</b>

FedNor became a standalone Agency effective August 12, 2021. Full-time equivalents from 2019-20 and 2020-21 as well as from April 1, 2021 to August 12, 2021 are reflected in [ISED’s 2021-22 Departmental Plan](#).<sup>viii</sup> Therefore, there is no historical information for a comparative analysis. Due to temporary program funding, human resources levels show an increase starting in 2022-23.

## Estimates by vote

Information on FedNor’s organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>ix</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FedNor’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 [FedNor’s website](#).<sup>x</sup>

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

Table 8 Future-oriented condensed statement of operations (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	83,022,924	111,448,757	28,425,833
Total revenues	-	-	-
Net cost of operations before government funding and transfers	83,022,924	111,448,757	28,425,833

In 2022-23, total net spending is projected to be \$111.4 million, up 34% year-over-year. This increase in forecast spending can be primarily attributed to FedNor becoming a standalone agency as of August 12, 2021. Therefore, planned and forecast results from April 1, 2021 to August 12, 2021 are reflected in [ISED's 2021-22 Departmental Plan](#)<sup>xi</sup> and associated financial statements.

## Corporate information

### Organizational profile

**Appropriate minister(s):**

The Honourable Patty Hajdu

Minister of Indigenous Services and Minister responsible for the Federal Economic Development Agency for Northern Ontario

**Institutional head:** Manon Brassard**Enabling instrument(s):**

[Order in Council P.C. 2021-0840](#)<sup>xiii</sup> dated August 6, 2021, and coming into force on August 12, 2021, (1) transferring from the Department of Industry to the Federal Economic Development Agency for Northern Ontario the control and supervision of that portion of the federal public administration in the Department of Industry known as the Federal Economic Development Initiative for Northern Ontario; and (2) ordering the Minister of Economic Development and Official Languages to preside over the Federal Economic Development Agency for Northern Ontario.

[Order in Council P.C. 2021-0841](#)<sup>xiii</sup> dated August 6, 2021, and coming into force on August 12, 2021, amending SCHEDULE IV TO THE FINANCIAL ADMINISTRATION ACT by adding Federal Economic Development Agency for Northern Ontario to the Schedule of that Act.

**Year of incorporation / commencement:** 2021

**Other:** Originally formed in 1987 as the “Federal Economic Development Initiative for Northern Ontario” as an initiative under Industry Canada (now Innovation, Science and Economic Development Canada).

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

Information on FedNor’s raison d’être, mandate and role is available on the agency’s [website](#).<sup>xiv</sup>

Information on FedNor’s mandate letter commitments is available in the [Minister’s mandate letter](#).<sup>xv</sup>

### Operating context

Information on the operating context is available on FedNor’s [website](#).<sup>xvi</sup>

## Reporting framework

FedNor’s approved departmental results framework and program inventory for 2022–23 are as follows (Table 9).

Table 9 Reporting framework

Departmental Results Framework	Core Responsibility: Economic Development in Northern Ontario		Internal Services		
	<b>Departmental Result:</b> Communities are economically diversified in Northern Ontario	Indicator: Percentage of SMEs that are majority-owned by Indigenous people in Northern Ontario			
		Indicator: Percentage of SMEs that are majority-owned by youth in Northern Ontario			
		Indicator: Percentage of SMEs that are majority-owned by women in Northern Ontario			
		Indicator: Percentage of SMEs that are majority-owned by visible minorities in Northern Ontario			
		Indicator: Percentage of SMEs that are majority-owned by persons with disabilities in Northern Ontario			
		Indicator: Amount leveraged per dollar invested by FedNor in projects			
		Indicator: Percentage of professional, science and technology-related jobs in Northern Ontario			
		<b>Departmental Result:</b> Businesses invest in the development and commercialization of innovative technologies in Northern Ontario		Indicator: Value of Business Enterprise Research and Development (BERD) by firms receiving FedNor program funding (in dollars)	
				Indicator: Percentage of companies engaged in collaborations with higher education institutions in Northern Ontario	
		<b>Departmental Result:</b> Businesses are innovative and growing in Northern Ontario		Indicator: Revenue growth rate of firms supported by FedNor programs	
Indicator: Number of high-growth firms in Northern Ontario					
Indicator: Value of exports of goods (in dollars) from Northern Ontario					
Indicator: Value of exports of clean technologies (in dollars) from Northern Ontario					
<b>Program Inventory</b>	<b>Program:</b> Community Economic Development and Diversification <b>Program:</b> Regional Innovation Ecosystem <b>Program:</b> Business Development				

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## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to FedNor’s program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

## Supplementary information tables

The following supplementary information tables are available on [FedNor’s website](#)<sup>xviii</sup>:

- ▶ United Nations 2030 Agenda and the Sustainable Development Goals
- ▶ Reporting on Green Procurement
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus

## Federal tax expenditures

FedNor’s Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xix</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

## Organizational contact information

### **Mailing address**

Federal Economic Development Agency for Northern Ontario

19 Lisgar Street, Suite 307

Sudbury, ON P3E 3L4

**Telephone:** 1-877-333-6673

**TTY:** 1-866-694-8389

**Fax:** 705-671-0717

**Website(s):** <http://fednor.gc.ca>



## 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 process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**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: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

**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

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- i Core Programs, FedNor, [https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/h\\_fn04609.html](https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/h_fn04609.html)
- ii Core Programs, FedNor, [https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/h\\_fn04609.html](https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/h_fn04609.html)
- iii COVID-19: Financial support for people, businesses and organizations, <https://www.canada.ca/en/department-finance/economic-response-plan.html>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii Departmental Plans, ISED, [https://www.ic.gc.ca/eic/site/017.nsf/eng/h\\_00227.html](https://www.ic.gc.ca/eic/site/017.nsf/eng/h_00227.html)
- viii Departmental Plans, ISED, [https://www.ic.gc.ca/eic/site/017.nsf/eng/h\\_00227.html](https://www.ic.gc.ca/eic/site/017.nsf/eng/h_00227.html)
- ix 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- x Future-Oriented Statement of Operations, FedNor, <https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn04632.html>
- xi Departmental Plans, ISED, [https://www.ic.gc.ca/eic/site/017.nsf/eng/h\\_00227.html](https://www.ic.gc.ca/eic/site/017.nsf/eng/h_00227.html)
- xii Order in Council P.C. 2021-0840, <https://orders-in-council.canada.ca/attachment.php?attach=41207&lang=en>
- xiii Order in Council P.C. 2021-0841, <https://orders-in-council.canada.ca/attachment.php?attach=41151&lang=en>
- xiv FedNor, <https://fednor.gc.ca/eic/site/fednor-fednor.nsf/Intro>
- xv Mandate Letters, <https://pm.gc.ca/en/mandate-letters>
- xvi FedNor, <https://fednor.gc.ca/eic/site/fednor-fednor.nsf/Intro>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii Supplementary Information Tables, 2022–23 Departmental Plan, FedNor, <https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn04629.html>
- xix Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>