



Federal Economic Development Agency for Southern Ontario

2023–24

Departmental Plan

The Honourable Filomena Tassi, P.C., M.P.
Minister responsible for the Federal Economic
Development Agency for Southern Ontario

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From the Minister

It is my pleasure to present to you the 2023–24 Departmental Plan for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

Our government continues to make targeted and responsible investments that develop the potential of business owners across southern Ontario. These investments will lead to new jobs, a growing economy and a more sustainable and prosperous future for Canada.

In 2023–24, FedDev Ontario will continue to promote job creation, innovation, business development, clean growth and productivity to drive economic growth in southern Ontario. The Agency will deliver on its mandate through its regionally-tailored programs, services, knowledge and expertise offered to businesses, and not-for-profit organizations across the region—including in rural and small communities. We remain focused on scaling up businesses, building innovation ecosystems and developing thriving communities.

We will continue to work towards an economy that is inclusive of all Canadians, prioritizing participation of Indigenous peoples, persons with disabilities, and racialized communities, in both official languages.

The Agency remains committed to empowering the untapped potential of southern Ontario's people, businesses and communities to contribute to Canada's current and future success.



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Minister responsible for the Federal Economic Development Agency for Southern Ontario

Plans at a glance

In 2023–24, the Federal Economic Development Agency for Southern Ontario (FedDev Ontario, the Agency) will continue to deliver on its mandate to strengthen the capacity for innovation and clean, inclusive economic growth across southern Ontario. Programming and investment decisions will reflect Government of Canada priorities and will be shaped through stakeholder engagement to respond to existing and emerging economic opportunities within the region. The Agency's investments will continue to propel the southern Ontario economy forward and contribute to Canada's ongoing recovery efforts and long-term prosperity.

To support its mandate, the Agency is structured to deliver key activities and results along four main strategic objectives:

- Advancing the competitiveness of the southern Ontario economy
- Supporting sustainable urban and rural economic development and diversification
- Promoting a fairer, more inclusive southern Ontario economy
- Increasing Agency advocacy on behalf of the interests and priorities of southern Ontario stakeholders

In 2023–24, FedDev Ontario will focus its efforts on the following three key priorities to support the Agency's strategic objectives, as well as the government's broader agenda.

Build on key sectoral advantages and emerging economic opportunities as the region continues to rebound and stabilize following the COVID-19 pandemic.

Canada is making progress in its economic recovery following the pandemic. As is the case in many areas of the country, the regional and societal impacts across southern Ontario remain varied. In 2023–24, FedDev Ontario will continue to engage stakeholders so that the region's economic advantages can be leveraged against lingering impacts. Investments in key emerging sectors will build on efforts made to date to support businesses and communities as they emerge from the pandemic.

As we move into 2023–24, helping businesses and organizations build the resiliency to address ongoing supply chain issues, the impacts of inflation and further economic pressures will remain a key consideration for the Agency. To this end, FedDev Ontario will actively support the completion of projects that have been funded under the Jobs and Growth Fund (JGF), Tourism Relief Fund (TRF), Canada Community Revitalization Fund (CCRF) and Aerospace Regional Recovery Initiative (ARRI) as part of the Agency's suite of recovery programming. The results of these projects can be seen in the growth of communities and small- and medium-sized businesses (SMEs), the revival of the tourism industry and the recovery of the region's aerospace sector.

The ongoing transition across the world to a greener and more sustainable economy offers numerous opportunities for southern Ontario. In 2023–24, FedDev Ontario will continue to leverage its technological and talent base to make investments in strategic areas, such as zero-emission vehicles and the circular economy. Areas of competitive advantage will also remain a

focus for the Agency’s investments, including advanced manufacturing and existing economic clusters. FedDev Ontario will also continue to identify opportunities to invest in innovative technologies and support the ongoing delivery of projects supported under the Regional Quantum Initiative (RQI) in southern Ontario as part of the National Quantum Strategy.

Promote sustainable regional economic growth and resiliency across all southern Ontario communities.

Helping communities build on existing economic strengths, create good, well-paying and sustainable jobs and support the conditions necessary to anchor innovative businesses remains a priority for FedDev Ontario in 2023–24. By supporting opportunities that help to enhance regional resiliency, the Agency will continue to leverage its role as a trusted economic development partner in southern Ontario to assist regional networks and stakeholders to build on the unique advantages within their communities. FedDev Ontario will advocate on behalf of southern Ontario businesses, entrepreneurs, post-secondary institutions and community organizations so that the interests of the region are communicated effectively on a national level.

Through its regional programming, the Agency works to build more favorable conditions for investment and to increase the potential for sustainable business growth through productivity improvements and commercialization. Whether a business is looking to scale-up its production, advance innovation, bring new products to market or expand globally, FedDev Ontario will continue to invest in for-profit businesses to promote growth, sustainable job creation and retention in the region. Similarly, the Agency remains committed to working with businesses, not-for-profit (NFP) organizations and regional economic stakeholders to pursue opportunities to diversify and green the economy, nurture and promote a world-class innovation ecosystem and create the next generation of entrepreneurs.

FedDev Ontario remains committed to the equitable distribution of support across all communities in the region. By continuing to leverage its existing networks and enhancing its regional presence, the Agency will build new relationships with community partners to promote greater access to funding opportunities for smaller and rural communities and businesses, as well as traditionally underrepresented groups.

Advance activities that support diverse and inclusive economic growth.

Underrepresented groups—including Indigenous peoples, Black Canadians, racialized communities, persons with disabilities, newcomers to Canada, women, members of official language minority communities, youth and 2SLGBTQI+ individuals—have historically had challenges with full participation in the economy. These challenges were compounded by the COVID-19 pandemic. FedDev Ontario will continue to enhance access to funding opportunities and to prioritize investments for underrepresented groups in southern Ontario.

By continuing to engage with a broad and diverse network of stakeholders, FedDev Ontario remains committed to countering and removing systemic barriers for underrepresented groups seeking Agency support and helping to grow an economy that works for all Canadians. This

includes ongoing engagement with Indigenous businesses and communities in southern Ontario as the Government moves on the path to reconciliation.

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

Core responsibilities: planned results, resources and key risks

Economic Development in Southern Ontario

Description

FedDev Ontario promotes an innovative and inclusive southern Ontario economy through investments in regional growth, commercialization and adoption of technologies, as well as community diversification.

Planning highlights

In 2023–24, FedDev Ontario will continue to address the unique challenges and opportunities across southern Ontario by targeting strategic investments, leveraging its broad stakeholder network and encouraging regionally-based solutions in support of the government's priorities. The Agency's role as a champion and advocate for the region and as a trusted collaborator will be essential in its efforts to advance progress towards the following three Departmental Results.

Departmental Result: Communities are economically diversified in southern Ontario

As communities continue to recover and build, economic challenges remain a reality. Through its engagement and outreach activities with rural and urban communities in 2023–24, FedDev Ontario will be well equipped to proactively identify and work with stakeholders to address opportunities and challenges.

Through its ongoing regional programming, FedDev Ontario will continue to make targeted investments with both for-profit and not-for-profit organizations to build on existing regional strengths and prioritize business and community sustainability, growth and diversification to help expand the economic base for all regions and create and retain sustainable jobs. The completion of projects supported through the Canada Community Revitalization Fund (CCRF) will also give communities the support they need to rebound and succeed. Helping to create opportunities for growth and targeting investments that can attract and retain talent are key elements that contribute to future resilience and help to reinvigorate small businesses to support more resilient communities across southern Ontario.

FedDev Ontario is also committed to making its programming fully accessible, including to underrepresented groups. The Agency will continue to build on its internal efforts to engage with Indigenous-owned and -led businesses and organizations so they may realize the full benefits from FedDev Ontario programming. Through continued outreach activities, the Agency will play a convenor role at the federal level to raise awareness of its programming and increase its pipeline of projects with Indigenous applicants.

Through the continued delivery of multi-year investments under the Black Entrepreneurship Program's (BEP) National and Regional Ecosystem Projects, FedDev Ontario will also continue to engage Black entrepreneurs and organizations and help them overcome barriers to advancing their businesses.

Through 2023–24, the Agency will also continue to deliver two national initiatives across southern Ontario to support community resiliency and diversification. The Community Futures Program (CFP) will support southern Ontario’s network of 36 Community Futures Development Corporations to catalyze economic development in small and rural communities. The Economic Development Initiative (EDI) supports the needs of official language minority communities, funding projects that encourage economic diversification, business development, innovation and partnerships to strengthen French-speaking communities.

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

Innovative ideas and forward-looking technologies continue to be a strategic advantage across southern Ontario. In 2023–24, FedDev Ontario will continue to make targeted investments through its ongoing regional programming in not-for-profit (NFP) organizations that support innovative high-potential businesses to scale up, access new markets and capital and commercialize new products, technologies and services. The Agency will also continue to prioritize investments with the potential to accelerate the commercialization of clean technologies and promote the de-carbonization of the industrial base to transition to a green future.

By working collaboratively with NFP partners such as post-secondary institutions and business accelerators and incubators, FedDev Ontario is able to leverage key regional expertise and increase the reach of its programming to broader networks. This in turn results in projects with the ability to advance the innovation ecosystem by providing companies with access to the specialized knowledge, expertise and seed funding required to accelerate growth while creating skilled and well-paying jobs in the region.

Additionally, ongoing multi-year projects with NFP organizations under the Aerospace Regional Recovery Initiative (ARRI) target digital adoption within the aerospace sector and promote the transition towards greener products and operations. Similarly, FedDev Ontario will continue to deliver multi-year projects with NFPs under the Jobs and Growth Fund (JGF) to provide a platform for businesses to evolve their operations and prepare for growth opportunities.

FedDev Ontario also plays a key role as a convenor within the region to build and promote relationships with NFP organizations that are in position to help advance the innovation ecosystem. Through this role, the Agency is able to better understand the capabilities of these organizations and explore opportunities for collaboration with the potential to strengthen the economic landscape over the long term. As NFP organizations continue to play a key role in advancing economic development priorities in southern Ontario, FedDev Ontario will continue to work proactively to build relationships that can lead to future collaborations with the ability to foster organic homegrown economic growth and attract additional external investment to the region.

Departmental Result: Businesses in southern Ontario are innovative and growing

FedDev Ontario will continue to measure its success in 2023–24 on its ability to help businesses better compete, expand their workforces through sustainable job creation and take advantage of new opportunities to innovate, despite the lingering impact of the pandemic and uncertainty over future economic conditions.

Through the ongoing delivery of its regional programming, FedDev Ontario targets investments that help to create an entrepreneurial environment where businesses benefit from, and build networks that support, growth and innovation. In 2023–24, the Agency will continue to pursue investments with for-profit businesses that aim to invigorate priority sectors, such as advanced manufacturing, clean growth and digital technologies, and leverage strategic clusters that build upon southern Ontario’s economic and innovation strengths.

Consistent with the National Quantum Strategy, FedDev Ontario also supports the advancement of quantum technology; a sector at the leading edge of science and innovation. Through the Regional Quantum Initiative (RQI), the Agency works with successful recipients as they seek to both develop and commercialize quantum products and technologies.

In addition, existing multi-year projects with for-profit companies under the Jobs and Growth Fund (JGF) and Aerospace Regional Recovery Initiative (ARRI) will continue to demonstrate progress and results in 2023–24. Recipients under JGF will continue to onboard digital technologies and solutions to enhance their competitiveness in the marketplace, support the transition to a green economy, build resiliency and create jobs. Through ARRI, SMEs in the aerospace sector will work to green their operations and implement productivity improvements to become more competitive and further integrate into regional and global supply chains.

FedDev Ontario will also continue to exercise its role as a pathfinder, convenor and information source for economic stakeholders across southern Ontario in 2023–24. The Agency will continue to collaborate with other federal departments and agencies to offer tailored supports and services through whole-of-government initiatives, such as the Accelerated Growth Service, Global Hypergrowth Project and Global Skills Strategy.

Through its Small Business Services contact centre and business information services, the Agency will provide targeted outreach and engagement sessions, build its network and provide timely information to a diverse range of stakeholders, small businesses and underrepresented groups in southern Ontario.

The Agency will also continue to support defence-related regional economic development through its work to implement the Government of Canada’s Industrial and Technological Benefits (ITB) Policy. Through this policy, FedDev Ontario helps southern Ontario companies, universities, colleges and organizations understand how to do business in Canada’s defence sector and promote their industrial and innovative capabilities to global defence contractors who are bidding on large defence procurements. By helping to build these connections, FedDev Ontario’s ITB activities work to leverage business opportunities and economic benefits for southern Ontario to create jobs and economic development.

Gender-based analysis plus

To create conditions for inclusive regional economic development and support its commitment to delivering public policies and programs informed and developed through an intersectional lens, FedDev Ontario will continue to work toward establishing more robust Gender-based analysis plus (GBA Plus) practices and will continue to invest in projects that advance the economic participation of underrepresented groups.

In 2023–24, FedDev Ontario will continue to refine its approach to collecting inclusivity data and will build on existing tools and practices to enhance GBA Plus. The Agency includes a voluntary self-identification section in program application forms, enabling applicants to identify as part of an underrepresented group. This self-identification helps to identify any existing gaps regarding program reach and also supports the Agency in prioritizing projects that are led or majority-led by underrepresented groups.

Additionally, FedDev Ontario will continue to require eligible recipients to sign contribution agreements that incorporate diversity, equity and inclusion considerations. The Agency will also strengthen the presence of government-wide initiatives, including GBA Plus, the 50-30 challenge and anti-racism assessment in its internal policies, programs and tools. Further to these efforts, FedDev Ontario will continue its targeted outreach with a diverse range of stakeholders and work with other regional development agencies to consider new approaches to further increase participation of underrepresented groups in the Agency's programming.

FedDev Ontario's champions for GBA Plus, accessibility and diversity, equity and inclusion will continue to promote these initiatives and support the Agency's commitment to create an environment that is accessible to all. Together, these champions will work with all staff to make advancements that reduce barriers to entry for underrepresented groups, contribute to a respectful and inclusive workplace and promote programs, policies, practices and services that reflect GBA Plus priorities.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

FedDev Ontario shares the vision outlined in the United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs) to advance peace and prosperity. The Agency's delivery of regional programs and ongoing and temporary national programs directly advance the targets associated with SDG 8 (Decent Work and Economic Growth) including the development of good jobs and economic opportunities.

FedDev Ontario contributes to progress on SDG 8 by supporting workers, businesses and communities in their transition to a greener and more inclusive economy through economic development and diversification, skills and training investments, and project development and growth assistance. The Agency's projects include initiatives that support the transition to the green economy, greenhouse gas mitigation and clean technology development and adoption, circular economy initiatives and the green transformation and adaptation of SMEs and communities.

Innovation

FedDev Ontario promotes a culture of experimentation and continuous learning, supported by the appointment of senior executive Co-Champions of Innovation and Learning for the Agency. Over the course of the pandemic, FedDev Ontario maintained engagement with external stakeholders by leveraging the use of virtual platforms and its new grants and contribution management technologies. The Champions will build on this momentum and continue to explore opportunities to innovate in program design, delivery, engagement and communications and will encourage employees to enhance their utilization of available tools and technology.

Additionally, FedDev Ontario's Business Development team has entered into a collaboration agreement with the National Research Council's Industrial Research Assistance Program (NRC-IRAP) that represents an innovative approach for referrals to promote client service excellence and provide support for innovative firms across southern Ontario. Recognizing the importance of technological advances as an essential component in southern Ontario's economic productivity and competitiveness, FedDev Ontario and NRC-IRAP will undertake joint activities, including client and stakeholder engagement to support streamlined access to advice, services and program support.

Key risks

FedDev Ontario has identified the following three key risks for 2023–24.

First, mounting macroeconomic pressures around the world and the risk of a global economic downturn in 2023 will have significant implications for Canada, including southern Ontario. In particular, a recession in the United States, stemming from interest rate increases, would have negative trade implications on the regional economy. Domestically, rising interest rates to tame inflation also have the potential to dampen consumer spending and business investment in the region (i.e., higher interest rates result in less available capital for spending, investment, and overall growth), further stoking economic risks. An economic downturn would, in turn, impact many firms' capacity to access the Agency's project-based programming as their resources would be focused on sustaining business operations rather than on development and expansion.

The second risk is the increasing global competition for talent and broader skills shortages in the economy. The COVID-19 pandemic has led to the acceleration of remote work, especially in high-productivity fields and occupations. The possibility of working remotely has resulted in an increasingly borderless world for workers and firms, thus putting pressure on regional firms to attract and retain high-end talent. Access to skilled talent and expertise is critical for regional firms to grow, attract investment, and retain intellectual property. Losing talent to other jurisdictions may inhibit regional and sectoral growth and may affect the ability of projects funded by the Agency to fully realize their expected outcomes.

These risks are compounded by the ongoing evolution of COVID-19, which could present unforeseen impacts both domestically and internationally, particularly with respect to supply chains. Southern Ontario's regional economy remains vulnerable to disruptions caused by lockdowns in other parts of the world.

To mitigate these risks, FedDev Ontario will make careful and deliberate investment decisions to respond to the needs and opportunities that will help to position southern Ontario for success. Opportunities to invest in projects in sectors with high-growth potential, such as the circular economy, zero-emission vehicle manufacturing and innovative technologies, have the potential to position southern Ontario as a global competitor in these emerging areas. Similarly, investments that demonstrate broader economic impacts such as the retention of key employers or industries in smaller or rural areas may be critical for the resiliency of those communities and the long-term prosperity of the region as a whole. The Agency will also continue to provide support for firms, communities and innovation ecosystems to foster an inclusive economy that promotes traditionally underrepresented groups, including meaningful participation of Indigenous organizations and entrepreneurs. Key to these efforts will be active outreach and promotional activities to increase the visibility of the Agency's funding opportunities to prospective applicants.

To this end, FedDev Ontario will continue to engage with stakeholders and monitor the southern Ontario economic landscape to inform investment decisions. The Agency will continue to conduct rigorous due diligence, project monitoring and undertake timely research and analysis. This will help support programming and investment decisions that remain responsive to the evolving economic environment and are reflective of forward-looking trends and government priorities.

Planned results for economic development in southern Ontario

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

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Businesses in southern Ontario invest in the development and commercialization of innovative technologies	Value of business expenditure on research and development by firms receiving FedDev Ontario program funding (in dollars)	At least \$100M	March 31, 2024	\$206M	\$131.1M	\$96.8M
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	At least 14%	March 31, 2024	21.5%	21.5%	14%
Businesses in southern Ontario are innovative and growing	Number of high-growth firms in southern Ontario	At least 4,000	March 31, 2024	4,280	4,160	3,570
	Value of exports of goods (in dollars) from southern Ontario ¹	At least \$180B	March 31, 2024	\$195.8B	\$178.2B	\$191.3B
	Value of exports of clean technologies (in dollars) from southern Ontario ²	At least \$6.0B	March 31, 2024	\$6.6B	\$7.2B	\$6.5B
	Revenue growth rate of firms supported by FedDev Ontario programs ³	At least 5.2%	March 31, 2024	11.8%	-2.88%	13.75%

¹ Southern Ontario export figures are not yet available from Statistics Canada for 2021 and therefore Ontario data is reported. Over the past five years, on average, southern Ontario has accounted for over 95 percent of Ontario's total exports.

² Actual results for 2020–21 and 2021–22 are based on preliminary data from Statistics Canada on clean technologies exported by firms from all sectors. Southern Ontario figures are not available from Statistics Canada and therefore data for all of Ontario is reported.

³ Actual results in 2021–22 reflect the impact of the pandemic on revenue growth rate of firms in the region.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Communities are economically diversified in southern Ontario	Percentage of SMEs that are majority-owned by women, Indigenous peoples, youth, visible minorities and persons with disabilities in southern Ontario ⁴	At least 18% of SMEs are majority-owned by women	March 31, 2024	Women: 15.1%	Women: 15.1%	Women: 18.8%
		At least 0.6% of SMEs are majority-owned by Indigenous peoples (First Nation, Inuit, Métis and/or pan-Indigenous)		Indigenous: 1%	Indigenous: 1%	Indigenous: 0.6%
		At least 14% of SMEs are majority-owned by youth		Youth: 16%	Youth: 16%	Youth: 14.4%
		At least 13% of SMEs are majority-owned by visible minorities		Visible minorities: 16.2%	Visible minorities: 16.2%	Visible Minorities: 13.9%
		At least 0.3% of SMEs majority-owned by persons with disabilities		Persons with disabilities: 0.8%	Persons with disabilities: 0.8%	Persons with disabilities: 0.3%
	Percentage of professional, science and technology-related jobs in southern Ontario's economy	At least 36%	March 31, 2024	36.0%	38.2%	39.1%
	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.20	March 31, 2024	\$2.53	\$1.72	\$3.49

General note: Actual results are based on the latest available data from Statistics Canada. Actual results for previous years were the latest available at that time. Statistics Canada data may have been updated after drafting of this report.

⁴ The term “visible minorities” is used because it is the official demographic category defined by the Employment Equity Act and used by Statistics Canada in their surveys.

The financial, human resources and performance information for FedDev Ontario’s program inventory is available on [GC InfoBase](#).ⁱ

Planned budgetary spending for economic development in southern Ontario (dollars)

The following table shows, for economic development in southern Ontario, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
416,791,741	416,791,741	199,454,710	192,024,042

Planned spending decreases in 2024–25 and 2025–26 as the temporary recovery initiatives announced in Budget 2021 sunset.

Financial, human resources and performance information for FedDev Ontario’s program inventory is available on [GC InfoBase](#).ⁱⁱ

Planned human resources for economic development in southern Ontario

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

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
183	157	153

Planned full-time equivalents reduce in 2024–25, reflecting the sunset of the temporary recovery initiatives announced in Budget 2021.

Financial, human resources and performance information for FedDev Ontario’s program inventory is available on [GC InfoBase](#).ⁱⁱⁱ

Internal services: planned results

Description

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

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

Planning highlights

In 2023–24, FedDev Ontario will continue to work toward excellence in all areas of internal services through ongoing collaboration, innovation, modernization and engagement. The Agency will continue to build and diversify its workforce to improve service delivery.

FedDev Ontario will build on its recognition as one of Waterloo Area’s Top Employers in 2022 by continuing to promote a healthy, respectful and effective workplace. The Agency will deliver clear and timely communications to support government and Agency priorities with an emphasis on mental health and wellness, respect, diversity, inclusivity and accessibility in the workplace. In addition, FedDev Ontario will embody the future of work in offering hybrid work model arrangements to sustain a modern way of doing business.

FedDev Ontario will also continue to become even more accessible and barrier-free by undertaking action items in its published Accessibility Plan and by the internal promotion of digital accessibility tools. Concurrently, the Agency will maintain a focus on advancing diversity, equity and inclusion principles as cornerstones of its operations through the ongoing implementation of an Action Plan that will continue shaping who FedDev Ontario is and how it conducts business. Through learning opportunities and cultural sensitivity sessions put on by its Indigenous Hub, the Agency will also continue to raise its internal awareness of Indigenous issues and be better placed to engage and collaborate effectively with Indigenous stakeholders. All combined, these initiatives allow employees to view their work through multiple lenses with a broader perspective that reflects the spirit of diversity, equity, accessibility and inclusion.

The Agency will also continue to support the work of the Ontario Federal Council (OFC) as an interdepartmental leadership network chaired by the President of FedDev Ontario. The OFC will maintain its focus on coordinating issues across its federal, provincial and municipal network in the Ontario Region (i.e., outside of the National Capital Region) to advance important Government initiatives, such as public service renewal, advancing diversity and inclusion, people

and talent management, innovation and experimentation, and promoting healthy and respectful workplaces. As a member organization in the OFC, FedDev Ontario will continue to engage with colleagues in the region and serve as a conduit between central agencies.

FedDev Ontario is committed to effective organizational oversight and safeguarding financial and other resources. The Agency will maintain focus on client service excellence by exploring and promoting digital transformation, as well as organizational and program innovation enabled by technology and data. FedDev Ontario will continue activities already underway to review and assess internal stewardship over financial management.

FedDev Ontario's human resources are an integral part of the Agency's commitment to excellence as a flagship innovation platform, a solution-oriented partner and an employer of choice, fostering diversity, equity and inclusion. To this end, the Agency will continue its client-centric approach with an emphasis on workforce sustainability through diverse and inclusive employee recruitment and retention strategies as detailed in its diversity, equity and inclusion Action Plan. These actions allow the Agency to continue providing effective support to its dedicated Minister and raise the profile of FedDev Ontario in southern Ontario. The Agency will also continue to guide and support management in the review of their work units to maintain responsiveness and relevance in the achievement of the Agency's mandate.

Planning for contracts awarded to Indigenous Businesses

Public Services and Procurement Canada (PSPC), Indigenous Services Canada (ISC) and the Treasury Board of Canada Secretariat (TBS) have implemented a mandatory requirement for federal departments and agencies to ensure a minimum of five percent of the total value of contracts are held by Indigenous businesses. Historically, the Agency has successfully awarded approximately five percent of contracts to Indigenous businesses. In 2021–22, FedDev Ontario surpassed this target, with 17 percent in Indigenous procurement.

In 2023–24, FedDev Ontario will continue to actively promote Indigenous businesses for its internal procurement of goods and services, such as office furniture, computer and office equipment and supplies, training and translations services and temporary staffing needs. The Agency will leverage the Indigenous Business Directory, the Contracts Canada's Supplier Registrations Inventory (SRI), and Innovation, Science and Economic Development (ISED) Canada's Indigenous Business Directory to proactively identify future procurement opportunities.

5% reporting field description	2021–22 actual % achieved	2022–23 forecasted % target	2023–24 planned % target
Total percentage of contracts with Indigenous businesses	17%	Phase 1: 5% Phase 2: N/A	5%

Planned budgetary spending for internal services

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

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
14,711,745	14,711,745	14,013,129	13,377,968

Planned human resources for internal services

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

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
104	99	95

Planned spending and full-time equivalents for Internal Services decrease in 2024–25, reflecting the sunset of the temporary recovery initiatives announced in Budget 2021.

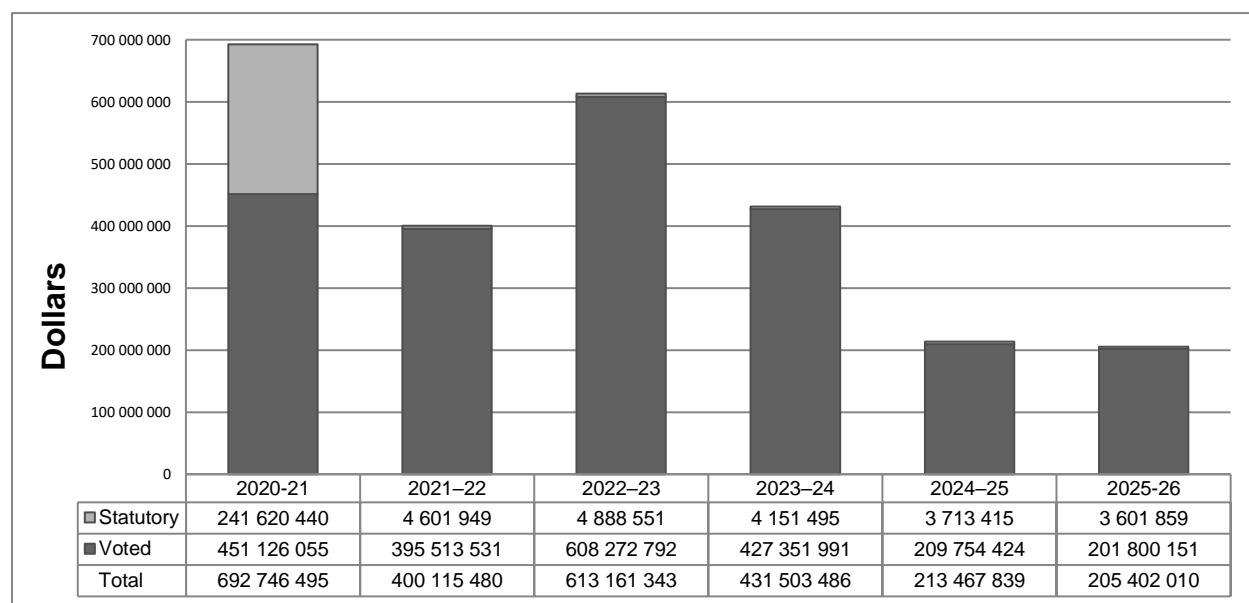
Planned spending and human resources

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

Planned spending

Departmental spending 2020–21 to 2025–26

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



FedDev Ontario's statutory expenditures increased significantly in 2020–21 with payments made in support of the Regional Relief and Recovery Fund (RRRF), approved through the *Public Health Events of National Concern Payments Act*. Voted authorities temporarily increased in 2020–21 to 2023–24 to support relief and recovery programs. Authorities normalize in 2024–25 as the Agency returns to its ongoing regional program authorities.

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

The following table shows information on spending for each of FedDev Ontario's core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Economic development in southern Ontario	679,506,478	386,177,800	595,748,709	416,791,741	416,791,741	199,454,710	192,024,042
Subtotal	679,506,478	386,177,800	595,748,709	416,791,741	416,791,741	199,454,710	192,024,042
Internal Services	13,240,017	13,937,680	17,412,634	14,711,745	14,711,745	14,013,129	13,377,968
Total	692,746,495	400,115,480	613,161,343	431,503,486	431,503,486	213,467,839	205,402,010

To support the delivery of its core responsibilities, FedDev Ontario's financial resources for 2023–24 total \$431.5 million, of which \$390.9 million is allocated to grants and contributions to support economic development in southern Ontario. A further \$40.6 million has been allocated to support the operating costs of delivering programming and to provide internal services. Planned spending in 2023–24 has decreased by \$181.7 million compared to forecast spending in 2022–23. This primarily reflects the wind down of Budget 2021 recovery initiatives.

Planned human resources

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

Human resources planning summary for core responsibilities and internal services

Core responsibilities and Internal Services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Economic development in southern Ontario	210	253	244	183	157	153
Subtotal	210	253	244	183	157	153
Internal Services	84	95	105	104	99	95
Total	294	348	349	287	256	248

Actual FTEs for 2020–21 to 2023–24 reflect capacity increases to deliver on the temporary funding provided for the RRRF and the recovery initiatives announced in Budget 2021. This normalizes in 2024–25 as authorities return to ongoing levels.

Estimates by vote

Information on FedDev Ontario’s organizational appropriations is available in the [2023–24 Main Estimates](#).^{iv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FedDev Ontario's operations for 2022–23 to 2023–24.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [FedDev Ontario's website](#).^v

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

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	481,362,350	251,322,856	(230,039,494)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	481,362,350	251,322,856	(230,039,494)

Planned net cost of operations and total expenses have decreased by \$230.0 million for 2023–24, reflecting reduced transfer payment authorities for temporary programs in 2023–24, and changes to projections for repayable and non-repayable contributions between the years.

Corporate information

Organizational profile

Appropriate minister:

The Honourable Filomena Tassi, Minister responsible for the Federal Economic Development Agency for Southern Ontario

Institutional head:

Nancy Gardiner

Ministerial portfolio:

Federal Economic Development Agency for Southern Ontario

Enabling instrument(s):

[Order in Council P.C. 2009-1410](#)^{vi} dated August 13, 2009, amending Schedule I.1 of the *Financial Administration Act* to include the Federal Economic Development Agency for Southern Ontario as a department.

[Order in Council P.C. 2009-1411](#)^{vii} dated August 13, 2009, whereby the Department of Industry transferred to the Federal Economic Development Agency for Southern Ontario the control and supervision of the portion of the federal administration in the Department of Industry known as the Southern Ontario Regional Economic Branch.

Year of incorporation / commencement:

2009

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

“Raison d'être, mandate and role: who we are and what we do” is available on [FedDev Ontario's website](#).^{viii}

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

Operating context

Information on the operating context is available on [FedDev Ontario's website](#).^x

Reporting framework

FedDev Ontario’s approved departmental results framework and program inventory for 2023–24 are as follows.

Departmental results framework	Core responsibility: Economic development in southern Ontario		Internal Services
	Departmental result: Communities are economically diversified in southern Ontario	Indicator: Percentage of SMEs that are majority-owned by women, Indigenous peoples, visible minorities*, youth and persons with disabilities in southern Ontario	
		Indicator: Percentage of professional, science and technology related jobs in southern Ontario's economy	
		Indicator: Amount leveraged per dollar invested by FedDev Ontario in community projects	
	Departmental result: Businesses in southern Ontario invest in the development and commercialization of innovative technologies	Indicator: Value of business expenditure on research and development by firms receiving FedDev Ontario program funding (in dollars)	
		Indicator: Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	
	Departmental Result: Businesses in southern Ontario are innovative and growing	Indicator: Number of high-growth firms in southern Ontario	
		Indicator: Value of exports of goods (in dollars) from Ontario	
		Indicator: Value of exports of clean technologies (in dollars) from southern Ontario	
		Indicator: Revenue growth rate of firms supported by FedDev Ontario programs	
Program Inventory	Program: Business Scale-up and Productivity		
	Program: Regional Innovation Ecosystem		
	Program: Community Economic Development and Diversification		

* In the approved Departmental Results Framework, the term “visible minorities” is used because it is the official demographic category defined by the *Employment Equity Act* and used by Statistics Canada in their surveys.

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to FedDev Ontario's program inventory is available in the [GC Infobase](#).^{xi}

Supplementary information tables

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

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)

Federal tax expenditures

FedDev Ontario'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](#).^{xiii} 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 Southern Ontario
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Waterloo, Ontario N2L 5A6
Canada

Telephone: 1-866-593-5505

Fax: 1-519-725-4976

Website: <http://www.feddevontario.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.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

high impact innovation (innovation à impact élevé)

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

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

underrepresented groups (les groupes sous-représentés)

Underrepresented groups include Indigenous peoples, Black people and other racialized groups, persons with disabilities, newcomers to Canada, women, members of official language minority communities, youth and 2SLGBTQI+ individuals.

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. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. FedDev Ontario's website, <https://ised-isde.canada.ca/site/feddev-ontario/en/transparency/financial-reports/future-oriented-statement-operations-year-ending-march-31-2024>
- vi. Order in Council P.C. 2009-1410, <https://orders-in-council.canada.ca/attachment.php?attach=21294&lang=en>
- vii. Order in Council P.C. 2009-1411, <https://orders-in-council.canada.ca/attachment.php?attach=21295&lang=en>
- viii. FedDev Ontario's website, <https://ised-isde.canada.ca/site/feddev-ontario/en/transparency/departmental-plan/2023-24-departmental-plan/2023-24-departmental-plan-supplementary-information>
- ix. Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-responsible-federal-economic-development-agency-southern>
- x. FedDev Ontario's website, <https://ised-isde.canada.ca/site/feddev-ontario/en/transparency/departmental-plan/2023-24-departmental-plan/2023-24-departmental-plan-supplementary-information>
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. FedDev Ontario's website, <https://ised-isde.canada.ca/site/feddev-ontario/en/transparency/departmental-plan/2023-24-departmental-plan/2023-24-departmental-plan-supplementary-information>
- xiii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>