



Federal Economic
Development Agency for
Northern Ontario
2022–23
Departmental Results Report

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

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From the Minister

It gives me great pleasure to present the first 2022–23 Departmental Results Report for the Federal Economic Development Agency for Northern Ontario (FedNor), since becoming a standalone department in August 2021.

In this report, you will learn the value of FedNor’s contributions and how it collaborates with regional stakeholders to support sustainable community economic development and diversification, grow businesses, and contribute to a more innovative, sustainable and inclusive economy that works for everyone. As the Government of Canada’s economic development organization for Northern Ontario, FedNor serves as an advisor, pathfinder and convener to help businesses and organizations find the support and services that best fit their needs.



In 2022-23, FedNor continued to provide critical COVID-19 relief support to help businesses and communities recover from the economic shock of a generation. In all, we delivered three times more than our regular program funding. This was possible due to the strong motivation and resilience of Northern Ontarians and communities, and the strong relationships nurtured over decades by FedNor employees.

As part of its commitment to economic reconciliation, FedNor is working with Indigenous entrepreneurs and communities to advance priority projects that respond to their visions for the future, and enable them to more equitably participate in today’s economy. The department is also working to advance Indigenous economic reconciliation by building new partnerships, at the department and ministerial level, with key organizations and stakeholders.

Over the past 12 months, FedNor has played a key advocacy role on files such as critical minerals to promote the Government of Canada’s objective of net zero emissions by 2050. FedNor’s efforts included helping guide the whole-of-government’s approach to engaging First Nations and the provincial government with respect to development in the Ring of Fire, as well as encouraging and supporting projects that increase the supply of responsibly sourced critical minerals and help the development of related domestic supply chains.

In collaboration with Immigration, Refugees and Citizenship Canada, FedNor assisted with the development and implementation of the Rural and Northern Immigration Pilot in Northern Ontario, providing funding for five host communities within our region. The pilot, which is designed to facilitate newcomer integration, attraction and retention, has resulted in more than 1,500 people welcomed to the region. Increasing the number of skilled workers and strengthening communities enables the region to take advantage of emerging economic opportunities and address a long-standing priority identified in the Government of Canada’s Prosperity and Growth Strategy for Northern Ontario.

I invite you to read this report for greater detail on FedNor’s important work to develop a diverse, inclusive, and resilient economy in Northern Ontario and Canada.

1.0. Results at a glance

Total actual spending for 2022–23	Total actual full-time equivalents (FTEs) for 2022–23
\$132,077,866	89

The Federal Economic Development Agency for Northern Ontario (FedNor) was established as a standalone department on August 12, 2021, to strengthen the economic development of Northern Ontario. The mandate of the department, which was previously an initiative under Innovation, Science and Economic Development Canada for over 30 years, is to promote economic growth, diversification and job creation in Northern Ontario, resulting in sustainable and self-reliant communities in the region.

As the Government of Canada’s economic development agency for Northern Ontario, FedNor uses a place-based approach to support short-and long-term job creation and economic development. By working collaboratively with different stakeholders to implement activities across Northern Ontario, FedNor is able to respond to the various needs throughout the region. FedNor also works to ensure that the support it provides is accessible to all regions, in particular rural, small and Indigenous communities.

Over the past year, FedNor built on the Government of Canada’s [Prosperity and Growth Strategy for Northern Ontario](#)ⁱ through its continued efforts to strengthen the resilience of businesses and communities across the region, all while transitioning to a standalone regional economic development agency. Efforts included contributions in strategic initiatives designed to build stronger communities, grow companies and support innovation. In 2022–23, FedNor delivered over \$117.7 million in grants and contributions funding in support of 608 projects.

This support included the continued delivery of temporary national pandemic recovery initiatives, which provided critical financial support to small and medium-sized businesses and highly impacted sectors to better position Northern Ontario for a strong economic recovery. This assistance totaled \$56.2 million in funding towards 260 projects, leveraged \$175.7 million from other sources, and was provided through the following programs:

- Tourism Relief Fund;
- Canada Community Revitalization Fund;
- Jobs and Growth Fund;
- Aerospace Regional Recovery Initiative; and,
- Regional Air Transportation Initiative.

In addition, FedNor supported economic diversification and growth through the continued implementation of its core programs. These contributions, which were funded through the Northern Ontario Development Program, the Regional Economic Growth through Innovation Program, the Community Futures Program and the Economic Development Initiative for Official Language Minority Communities, provided approximately \$60 million in support of 345 projects in 2022–23.

FedNor also supported projects that promoted the economic participation of equity-deserving groups, including Indigenous Peoples, members of official language minority communities, Black people and other racialized groups, persons with disabilities, newcomers to Canada, women, youth and 2SLGBTQI+ individuals. This included almost \$1.6 million in targeted contributions to support the Black Entrepreneurship Program National Ecosystem Fund and the Women Entrepreneurship Strategy Regional Ecosystem Fund which assisted in providing economic opportunities for equity-deserving groups and entrepreneurs enabling them to participate fully in the economy.

Additional results achieved by FedNor through its program delivery include:

- Demonstrated targeted efforts to increase the participation of **equity-deserving groups** in the Northern Ontario economy. Of the total funding provided in 2022–23, 25.4% was provided to projects where the activities and/or outcomes specifically benefitted one or more equity-deserving groups (Indigenous Peoples (18.8%), youth (7.3%), women (2.2%), and/or Francophone communities (1.7%))¹.
- Supported **priority and emerging sectors** of the regional economy identified in the Prosperity and Growth Strategy for Northern Ontario, including mining, forestry, tourism, manufacturing, agri-food and health and life sciences, to incentivize private-sector investments, support economic diversification and enable communities to leverage economic opportunities. This includes over \$49.4 million in assistance towards 277 projects that help to advance priority and emerging sectors in the region.
- Encouraged inclusive and sustainable economic growth by investing \$1.3 million to support the **transition to the green economy and clean technology** product development and adoption.
- Provided over \$85.1 million in funding to help **small, rural and remote communities** in Northern Ontario better respond to economic development opportunities and challenges.

In addition to the support provided through its funding programs, FedNor focused on outreach and collaboration with community leaders and stakeholders to ensure it continues to be responsive to the needs of Northern Ontario. Through this advisor, pathfinder and convenor role, FedNor worked with stakeholders to leverage the region's economic opportunities and foster growth in First Nation communities and priority sectors of Northern Ontario's economy, such as mining and critical minerals. This helped to advance key government priorities for the benefit of the region including Indigenous economic reconciliation, the Critical Minerals Strategy, the National Adaptation Strategy, the Climate Change Action Plan and the transition to sustainable jobs.

FedNor also continued to evolve in its new status as a standalone regional development agency in 2022–23. Key activities included increasing FedNor's human resources capacity to meet its

¹ Figures are not mutually exclusive

departmental and legislative obligations. The department also prioritized change management through improved internal communications and the streamlining of processes, while at the same time successfully facilitating the return to the office and hybrid work.

For more information on the Federal Economic Development Agency for Northern Ontario's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

2.0. Results: what we achieved

2.1. Core responsibilities

Economic development in Northern Ontario

2.1.1. 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.

2.1.2. Results

FedNor's progress toward its core responsibility is assessed within its [Departmental Results Framework](#) through 13 indicators aligned with the following 3 departmental results:

- Communities are economically diversified in Northern Ontario;
- Businesses invest in the development and commercialization of innovative technologies in Northern Ontario; and,
- Businesses are innovative and growing in Northern Ontario.

FedNor's first departmental results framework as a standalone department was approved in January 2022. At the time of approval, the framework was in keeping with that of other regional development agencies (RDAs) across the country which had been the practice when all RDAs were within the Innovation, Science and Economic Development Canada (ISED) portfolio and adopted a common set of priorities, harmonizing core responsibilities, the number and kind of departmental results and the use of Statistics Canada data to report on performance indicators.

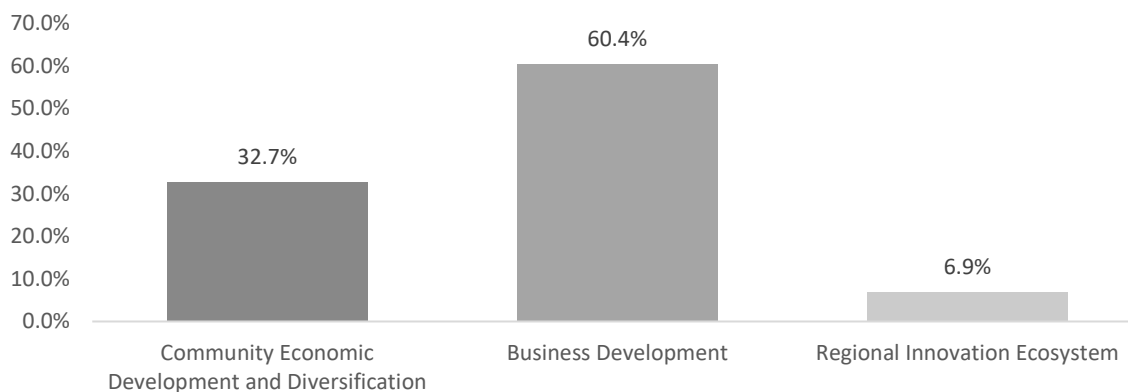
These indicators, which are primarily macro-economic in nature, align with the Government of Canada's Innovation and Skills Plan. The achievement of targets for these indicators is dependent on a number of factors, FedNor's support being one of them.

To report on its results for the past year, FedNor has grouped its temporary and core programs into the following three broad categories (see [program inventory](#)):

- Community economic development and diversification;
- Business development; and,
- Regional innovation ecosystem.

Chart 1: FedNor Spending Distribution by Program Inventory Category, 2022–23

The following chart outlines the FedNor spending distribution by program inventory category for 2022–23. A further breakdown of the result for the 2022–23 fiscal year follows.



Departmental result 1: Communities are economically diversified in Northern Ontario

Northern Ontario covers 90% of the province’s landmass although it only represents 6% of its population. The region is home to approximately 840,000 people with more than half of the population residing in the region’s 5 urban centres while the remainder live in small and dispersed communities across the region—more than 80% with a population of less than 2,000. Northern Ontario is home to 31 official language minority communities, as well as 105 of the province’s 126 First Nation communities, including 30 that are remote. Of the 30, 25 are diesel dependent for electricity.

Economic growth in Northern Ontario has been traditionally slow relative to the rest of Ontario and Canada as a whole. The region’s economy has historically been concentrated in primary sectors, such as mining and forestry, making it highly susceptible to global economic cycles. The higher costs of energy, lack of transportation infrastructure, long distance to markets, and broadband gaps are also barriers to business growth and community development.

Despite the challenges, Northern Ontario boasts many opportunities and advantages as a result of its abundance of natural resources, including minerals, forests and agricultural land. These advantages are linked to the increased demand for natural resources, including precious and base metals, wood products, and biofuels, as well as the transition to a low carbon economy which will enhance the need for responsibly sourced critical minerals such as those found in Northern Ontario.

Recognizing the challenges and opportunities facing Northern Ontario communities, FedNor targets its support to help create the conditions necessary for economic growth and long-term sustainability. Over the past fiscal year, FedNor provided strategic financial assistance through its core programs and temporary relief funding initiatives to promote sustainable and inclusive economic development.

For instance, through the Community economic development stream of the Northern Ontario Development Program, FedNor provided over \$22.2 million in funding to help communities plan and mobilize resources; enhance business growth; and, exploit new opportunities for economic development and diversification. Activities included supporting community economic development functions, like research and planning and community economic infrastructure, as well as making investments in projects related to workforce attraction and retention, business growth and expansion. This assistance was distributed across 183 projects and leveraged \$2.37 for every dollar provided by the department.

Example of a Northern Ontario Development Program project

With a \$245,250 contribution through the Northern Ontario Development Program’s Community Investment Initiative for Northern Ontario, the **Township of Hornepayne** is hiring an economic development officer with the aim of implementing economic development projects identified in the township’s strategic and investment attraction plans. Anticipated outcomes of this project include job and business creation, the development of three plans and increased tourism visitation.

In 2022–23, FedNor also provided approximately \$830,000 toward 26 projects that assisted businesses and organizations in official language minority communities (OLMCs) to capitalize on economic opportunities. The funding, which was provided through the Economic Development Initiative, facilitated sustainable growth in the region’s OLMCs by fostering the acquisition of new skills through innovation, diversification, partnerships and increased support for small and medium-sized businesses.

Example of a Economic Development Initiative project

With a multi-year FedNor contribution of \$875,000 through the Economic Development Initiative program, the **Conseil de la Coopération de l'Ontario (CCO)** is developing a three-year promotional and outreach plan to support the development and growth of social enterprises and cooperatives in official language minority communities (OLMCs) across Northern Ontario. As part of the project, the CCO will create nine social enterprises in collaboration with equity groups, three youth services cooperatives, as well as host annual conferences and forums, such as the Salon des femmes entrepreneurs sociales and Cooperation Week. It is expected that 35 new jobs and 15 strategic alliances will be created, as well as 50 jobs and 60 strategic alliances maintained once the project is complete.

Through the Canada Community Revitalization Fund, FedNor provided almost \$15.5 million in funding toward 50 projects that helped build new community infrastructure, revitalize existing assets, safely bring people back to public spaces as health measures eased, create jobs and stimulate local economies. The funding provided was intended to help accelerate place-based recovery efforts, fuel the economy and maximize growth opportunities in municipalities and Indigenous communities across the region.

Example of a Canada Community Revitalization Fund project

Pays Plat First Nation received a FedNor contribution of \$263,237 through the Canada Community Revitalization Fund to develop and enhance its Medicine Trail. Created in 2014, the current trail is approximately 610 meters of single tract trail through marsh and low-lying wetlands. Through the project, newly constructed boardwalks and platforms provide access to all users. Interpretive and directional signage in both English and Ojibwe, as well as a parking and meeting area at the trailhead to enhance the user experience. Furthermore, Elders are able to use the trail to pass down their traditional knowledge – and the small businesses in the community will benefit from increased visitation.

Throughout the year, FedNor worked closely with its federal, provincial and municipal counterparts to support economic diversification in Northern Ontario. Efforts included continuing to work closely with Natural Resources Canada and other federal departments, such as Indigenous Services Canada, to implement the Canadian Critical Minerals Strategy. The Strategy is designed to support the Government's objective of net zero emissions by 2050 by increasing the supply of responsibly sourced critical minerals and supporting the development of domestic and global value chains for the green and digital economy. In addition, FedNor worked closely with Natural Resources Canada, the Impact Assessment Agency of Canada and Indigenous Services Canada to guide and support the whole-of government approach for the Ring of Fire.

In 2022–23, FedNor also leveraged its resources and connections to support Indigenous businesses and communities by connecting them with the right resources and convening federal and provincial stakeholders to support Indigenous development in the region. These activities included working with Indigenous Services Canada to advance Indigenous-led projects, support planning, capacity building and investment readiness in small rural and First Nation communities. Additionally, FedNor built new partnerships, at the department and ministerial level, with key organizations and stakeholders including, but not limited to, the National Indigenous Economic Development Board, First Nations Major Projects Coalition and the National Aboriginal Capital Corporations Association, to work together to advance Indigenous economic reconciliation.

Example of FedNor project in support of Indigenous economic reconciliation

NADF is a Community Futures Development Corporation that is helping to advance the well being of Indigenous Peoples in Northern Ontario through business and economic development. With \$4.9 million in multi-year Northern Ontario Development Program funding, it is providing technical and capacity development, and planning support for up to 20 First Nation communities within its area to undertake a comprehensive community planning process. The goal is to help them realize the full economic benefits from resource development opportunities such as the Ring of Fire.

In collaboration with Immigration, Refugees and Citizenship Canada, FedNor also helped to attract much needed skilled workers to the region. Activities included providing support to local

Rural and Northern Immigration Pilot communities to build their capacity to facilitate newcomer attraction, integration and retention, including French-speaking and bilingual newcomers².

Additionally, FedNor maintained its close relationship with its provincial counterparts, including the Northern Ontario Heritage Fund Corporation (NOHFC), to provide financial assistance in support of projects that stabilize, diversify and foster economic growth in the region.

In total, FedNor invested over \$38.5 million in 249 projects under this departmental result in 2022–23. Of the total funding provided:

- The majority (57.7%) was distributed through the Northern Ontario Development Program, followed by Canada Community Revitalization Fund (40.2%) and the Economic Development Initiative (2.2%).
- Over 40% (41.7%) was invested in projects where the activities and/or outcomes specifically benefitted one or more equity-deserving groups (Indigenous Peoples, Francophone communities, women and/or youth).
- Over one quarter (28.1%) supported a priority and emerging sector identified in the Prosperity and Growth Strategy for Northern Ontario³.
- Over half of the funding provided (57.2%) was in support of rural and remote projects in the region⁴.

Departmental result 2: Businesses are innovative and growing in Northern Ontario

Northern Ontario businesses tend to be small with the vast majority (99.9%) employing fewer than 500 people. They also adopt technology at a slower pace and are less likely to export when compared to businesses in Ontario and Canada. Additional challenges include higher manufacturing costs, lack of industrial infrastructure, long distance to markets and lower levels of self-employment.

FedNor invests in projects that support business development and expansion and promote the creation of quality jobs, as well as clean and inclusive growth. In addition to advancing innovation and commercialization in the region, FedNor’s activities provided support to small and medium-sized enterprises to position them for a strong and sustainable recovery.

Through the Regional Economic Growth through Innovation Program, FedNor offers strategic and regionally tailored investments focused on cultivating innovation and technology to

² Northern Ontario communities included in the Rural and Northern Immigration Pilot include Thunder Bay, Sault Ste. Marie, Timmins, North Bay and Greater Sudbury/Grand Sudbury.

³ Priority and emerging sectors include mining, forestry, tourism, manufacturing, agri-food and health and life sciences.

⁴ Rural projects are defined by projects located outside of Northern Ontario’s two census metropolitan areas (CMAs) of Greater Sudbury / Grand Sudbury and Thunder Bay.

accelerate the development of new products, enhance technology adoption, and increase productivity.

Over the last year, FedNor provided \$11.6 million in funding to 33 regional businesses and organizations through the Regional Economic Growth through Innovation Program. These projects aimed to accelerate the growth of firms and assisted with adopting and adapting new, innovative technologies that support scale-up, productivity, development of and entry into new markets to help companies become competitive in both domestic and global markets. These contributions leveraged \$5.8 for every dollar provided by the department.

Example of a Regional Growth through Innovation commercialization project

As a result of a \$498,550 investment through the Regional Economic Growth through Innovation Program, **IRegained Inc.** is commercializing its innovative device that helps stroke survivors regain use of lost hand functions. Designed for use by therapists to provide rehabilitation therapy to stroke survivors, the portable device, called MyHand System, allows patients to regain hand dexterity both in a clinical setting and at home. The easy-to-use device can be programmed to administer increasingly challenging tasks as progress is made to help patients regain hand function, promoting more independent living. Furthermore, the clinicians can use the device to treat patients remotely.

Additionally, FedNor provided almost \$8.8 million in funding through the business growth and competitiveness stream of the Northern Ontario Development Program. These key investments, which focused on fostering economic growth and increasing the competitiveness of Northern Ontario's businesses, were distributed across 34 projects and leveraged nearly \$24.8 million from other sources.

Activities funded through these programs included providing businesses with opportunities to highlight their products and services, increase sales, access new markets and establish partnerships through networking and signature trade show events, including, but not limited to, the Prospectors and Developers Association of Canada, the Royal Agricultural Winter Fair and the Northern Ontario Road to Defence annual event.

Spotlight on FedNor activities in support of networking and signature trade show events

FedNor’s support for the **Northern Ontario Mining Showcase** at the Prospectors and Developers Association of Canada (PDAC) International Convention shines the spotlight on Northern Ontario and its vibrant mineral and mining-related sectors. As the largest pavilion at the convention, the FedNor-supported 2023 showcase provided 112 Northern Ontario organizations and businesses with the opportunity to highlight their products and services to a global audience, increase sales, access new markets and establish new domestic and international partnerships that will lead to increased profitability and job creation.

Sudbury-based RufDiamond Ltd. is one example of a company that benefitted from the exposure. The Sudbury-area company was showing off its new amphibious off-road utility vehicle at its interactive booth. Its President, Daryl Adams, said increased awareness through visits, social media and word-of-mouth paid dividends after his very first day at the conference. He said that a mine had heard about RufDiamond’s Fat Truck and its capabilities and ordered one on the spot.

Through its delivery of temporary relief programming, FedNor provided critical recovery support to help small and medium-sized enterprises future-proof their businesses, build resiliency and transition to a green economy. In 2022–23, FedNor provided \$14.7 million in funding to support 49 projects through the Jobs and Growth Fund. The assistance provided enabled businesses and organizations to create jobs and position the Northern Ontario economy for long-term growth.

Example of a Jobs and Growth Fund project

With a \$100,000 contribution through the Jobs and Growth Fund, FedNor assisted **Beam Paint and Colour Inc.**, an Indigenous woman-owned business, to purchase new equipment, expand its facility and undertake greening activities. The enhancements are helping the Manitoulin Island company to meet national and international demand for its artist paint products. Specifically, the company added a manufacturing deck with proper ventilation for handling pigments, purchased a larger paint mill and high shear mixer to increase the efficiency of its manufacturing process, a geothermal heating system to help reduce its operating costs and environmental footprint, and purchased additional wood shop equipment to increase the productivity of its wooden paint pallet manufacturing process.

Through the Regional Air Transportation Initiative and the Aerospace Regional Recovery Initiative, FedNor provided almost \$5.6 million in assistance to help regional air transportation ecosystems and the aerospace sector emerge from the pandemic. Activities supported through these investments included helping small and medium-sized enterprises green their operations, improve and strengthen their productivity, create jobs and support regional airports, carriers, businesses and organizations in maintaining and improving their operations.

Example of a Aerospace Regional Recovery Initiative project

With a FedNor investment of more than \$1.6 million through the Aerospace Regional Recovery Initiative, the **City of Timmins** expanded its stratospheric balloon launch base. The expanded facility will be used as a payload integration and testing centre, and will provide the launch base with additional storage capacity for scientists and engineers to use while conducting their research. The expansion project is enabling the City of Timmins to maintain and build on existing research activity, attract more international researchers and scientists to the region, and diversify its economy beyond the mining sector.

In 2022-23, FedNor also provided critical recovery support to the hard-hit tourism sector. This assistance included administering over \$20.4 million through the Tourism Relief Fund to support 153 projects. The funding delivered through this fund enabled tourism businesses and organizations to adapt their products and services, and pivot their business models to take advantage of domestic markets and recovery plans.

Example of a Tourism Relief Fund project

Maynard Lake Lodge received a \$98,637 contribution through the Tourism Relief Fund to design and install a solar power system at its fly-in location. As a result of the support it received, Maynard Lake Lodge was fitted with a hybrid micro-grid solar electric power system, which provides renewable power and decreases both the company's operating expenses and carbon footprint.

In addition to its recovery efforts, FedNor maintained its commitment to promote the full participation of equity-deserving groups. This support included the continued regional delivery and implementation of the Black Entrepreneurship Program National Ecosystem Fund and the Women Entrepreneurship Strategy Regional Ecosystem Fund. Through these programs, FedNor provided almost \$1.6 million toward three projects helping to strengthen business and entrepreneurial support for underrepresented groups. By supporting these projects, FedNor is helping to address funding gaps, build capacity and create a more inclusive entrepreneurship ecosystem.

Example of a Women Entrepreneurship Strategy project

An investment of \$2.1 million over four years from the Women's Entrepreneurship Strategy enabled **PARO Centre for Women's Enterprise** to administer its Enterprising Indigenous Women project, which supported Indigenous women in remote and rural communities to start and scale up their businesses. As part of the project in 2022-23, PARO developed a toolkit uniquely tailored to Indigenous women living and working both on and off reserve. Based on the Seven Grandfather Teachings, the toolkit is a step-by-step guide to support Indigenous women entrepreneurs, covering everything from business development to growth and expansion.

In 2022-23, FedNor also sustained its close collaboration with the 24 Community Futures Development Corporations (CFDCs) in Northern Ontario, including three Indigenous CFDCs, to deliver relevant, responsive and timely programming tailored to the needs of their respective regions. Support provided to the CFDCs included over \$8.4 million through the Community Futures Program to undertake community economic development initiatives designed to enhance local development and diversification. CFDCs offer a wide variety of programs and services including strategic community planning and socio-economic development; business information and planning services; and, access to capital for small and medium-sized businesses and social enterprises. The funding provided by FedNor through this program assisted in the creation and expansion of small businesses throughout Northern Ontario.

In total, FedNor invested over \$71.1 million in 316 projects under this departmental result in 2022–23. Of the total funding provided:

- Most of the funding was provided through the Tourism Relief Fund (28.7%), followed by the Jobs and Growth Fund (20.7%), the Regional Economic Growth through Innovation Program (16.3%), the Northern Ontario Development Program (12.3%) and the Community Futures Program (11.9%).
- Nearly one fifth (19.1%) was invested in projects where the activities and/or outcomes specifically benefitted one or more equity-deserving groups (Indigenous Peoples, Francophone communities, women and/or youth).
- Over half (52.5%) supported a priority and emerging sector identified in the Prosperity and Growth Strategy for Northern Ontario⁵.
- Most (78.8%) of the funding provided was in support of rural and remote projects in the region⁶.

Departmental result 3: Businesses invest in the development and commercialization of innovative technologies in Northern Ontario

Northern Ontario is home to an innovation ecosystem where people, institutions, businesses, and government work together to promote the transformation of new ideas into products, processes, and services. This ecosystem is comprehensive and far reaching, providing a diverse offering of supports to entrepreneurs starting up and businesses looking to innovate and commercialize. Key participants include regional innovation centres, post-secondary institutions, business incubators and accelerators.

FedNor creates and nurtures inclusive regional ecosystems that support regional business needs and fosters an entrepreneurial environment conducive to innovation, growth and

⁵ Priority and emerging sectors include mining, forestry, tourism, manufacturing, agri-food and health and life sciences.

⁶ Rural projects are defined by projects located outside of Northern Ontario's two census metropolitan areas (CMAs) of Greater Sudbury / Grand Sudbury and Thunder Bay.

competitiveness. By leveraging its strong relationships with key stakeholders and its presence on the ground, FedNor cultivates the conditions necessary to promote the growth and development of a strong, innovative and inclusive Northern Ontario economy that is responsive to the changing needs of businesses in the region.

Through the Regional Economic Growth through Innovation fund, FedNor provided nearly \$8.1 million toward 43 projects in 2022–23. Activities included ecosystem catalysts, including business incubators and accelerators, and investments in projects that support recovery, regional competitiveness and the growth of strategic clusters. This funding leveraged \$2.10 for every dollar invested by FedNor.

Example of a Regional Growth through Innovation project- innovation capacity building

Cambrian College of Applied Arts and Technology is creating a battery electric vehicle lab to assist mining equipment manufacturers with the adoption of battery electric power. With more than \$682,000 in Regional Economic Growth through Innovation funding, the lab will provide mining companies and small to medium-sized enterprises with testing and support services for their newly developed products, such as batteries, powertrains and electric motors for battery electric vehicles.

Example of a Regional Growth through Innovation project- ecosystem development

Thunder Bay Regional Health Sciences Centre received \$1.2 million in Regional Economic Growth through Innovation funding to purchase and install specialized equipment for the development of radioactive isotopes. Used in medical imaging and research, these isotopes enable medical professionals to diagnose and treat health conditions such as heart disease and cancer. The funding will help the Centre expand and enhance its current production to include long-lived isotopes that can be distributed to new markets. The ability to process these long-lived isotopes will pave the way for seven new products – providing a vital income source to the facility following the project’s completion.

In total, FedNor invested over \$8.1 million in 43 projects under this departmental result in 2022–23. Of the total funding provided:

- All of the funding was provided through the Regional Economic Growth through Innovation Program.

- Fifteen percent (15.2%) supported a priority and emerging sector identified in the Prosperity and Growth Strategy for Northern Ontario⁷.
- Over half (54.1%) of the funding provided was in support of rural and remote projects in the region⁸.

2.1.3. Gender-based analysis plus

FedNor is committed to supporting the development of a strong and inclusive Northern Ontario economy through its programs and services. In 2022–23, 25.4% of funding delivered by FedNor was directed toward projects where the activities and/or outcomes directly benefit Indigenous Peoples, Francophone communities, women and/or youth.

Internally, FedNor prioritized gender-based analysis plus (GBA Plus) training and awareness building for its staff to strengthen the organization’s understanding and application of intersectionality and the deployment of GBA Plus across the department. FedNor also focused its activities on the development of policy tools to support the implementation of a new GBA Plus data strategy which will be launched in 2023–24. Additionally, GBA Plus was utilized in support of program development and implementation. This includes the incorporation of GBA Plus in the development of new program guidelines.

For more information on FedNor’s efforts with respect to GBA Plus and equity-deserving groups, please refer to the [Gender-based Analysis Plus Supplementary Information Tableⁱⁱ](#).

2.1.4. United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

FedNor contributes to the Government of Canada’s efforts to create good jobs and promote economic opportunities through clean growth, clean energy and a low-carbon government.

FedNor supports clean growth by investing in the transition to the green economy through supporting initiatives such as greenhouse gas mitigation, clean technology product development and adoption, as well as the green transformation and adaptation of small and medium-sized enterprises. Together, these activities advance Sustainable

⁷ Priority and emerging sectors include mining, forestry, tourism, manufacturing, agri-food and health and life sciences.

⁸ Rural projects are defined by projects located outside of Northern Ontario’s two census metropolitan areas (CMAs) of Greater Sudbury / Grand Sudbury and Thunder Bay.

Development Goal 5 (Gender Equality), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), 10 (Reduced Inequalities) and 11 (Sustainable Cities and Communities).

2.1.5. Innovation

FedNor remained focused on its evolution as a standalone department, managing organizational change and the ongoing development of a grants and contribution management system that will enhance client service delivery. FedNor funds innovation and experimentation through Northern Ontario businesses and communities but did not itself undertake a specific innovation initiative.

2.1.6. Key risks

In the 2022–23 Departmental Plan, FedNor identified two main risks to fulfilling its mandate. The first risk identified included the impacts that the COVID-19 pandemic might have on FedNor’s ability to effectively deliver funding programs. This risk included the potential for project delays, supply chain issues and increasing project costs due to the pandemic. The second identified risk pertained to the significant organizational changes as part of its new status as a standalone department and the impacts that the ongoing transformation might have on its staffing complement.

To mitigate these risks, FedNor capitalized on its programs’ flexibility and on its ability to pivot and mobilize as an organization. Activities included increasing the number of resources within the department, undertaking additional due diligence on all funded projects and establishing new governance structures, processes and plans to minimize risks. The organization also prioritized external and internal communication to promote ongoing discussions with funding recipients on their project status and help manage change internally. For instance, FedNor launched a new intranet site in 2022–23 that has assisted in supporting effective internal communications, onboarding and change management.

Table 1 - Results achieved

The following table shows, for Economic Development in Northern Ontario, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Communities are economically	Percentage of SMEs that are majority-	3.8% ⁽¹⁾ ⁽²⁾	March 31, 2023	3.6%	1.5%	1.5%

diversified in Northern Ontario	owned by Indigenous people in Northern Ontario					
	Percentage of SMEs that are majority-owned by youth in Northern Ontario	13.0% ^{(1) (2)}	March 31, 2023	12.8%	18.2%	18.2%
	Percentage of SMEs that are majority-owned by women in Northern Ontario	17.2% ^{(1) (2)}	March 31, 2023	17.0%	15.3%	15.3%
	Percentage of SMEs that are majority-owned by visible minorities in Northern Ontario	2.8% ^{(1) (2)}	March 31, 2023	2.6%	5.7%	5.7%
	Percentage of SMEs that are majority-owned by persons with disabilities in Northern Ontario	0.8% ^{(1) (2)}	March 31, 2023	0.8%	2.7%	2.7%
	Amount leveraged per dollar invested by FedNor in projects	1.80	March 31, 2023	1.90	2.02	2.08
	Percentage of professional, science and technology-related jobs in Northern Ontario	29.5% ⁽¹⁾	March 31, 2023	30.3% (2020) ⁽⁴⁾	33.1% (2021) ⁽⁴⁾	31.6 (2022) ⁽⁴⁾

Businesses invest in the development and commercialization of innovative technologies in Northern Ontario	Value of Business enterprise expenditure on research and development (BERD) by firms receiving FedNor program funding (in dollars)	FedNor: Not available ⁽⁷⁾ Northern Ontario: \$8,000,000	March 31, 2023	FedNor value suppressed. ⁽⁵⁾ Northern Ontario total : \$8,503,000 (2016) ⁽⁴⁾	FedNor value suppressed. ⁽⁵⁾ Northern Ontario total: \$4,284,622 (2019) ⁽⁴⁾	FedNor and Northern Ontario value suppressed (2020). ⁽⁵⁾
	Percentage of companies engaged in collaborations with higher education institutions in Northern Ontario ⁽⁶⁾	Not available	March 31, 2023	Not available ⁽³⁾	Not available ⁽³⁾	Not available ⁽³⁾
Businesses are innovative and growing in Northern Ontario	Revenue growth rate of firms supported by FedNor programs	4%	March 31, 2023	FedNor value suppressed. ⁽⁵⁾ Northern Ontario total : 4.5%. (2017) ⁽⁴⁾	FedNor value suppressed. ⁽⁵⁾ Northern Ontario total : 4.5%. (2017) ⁽⁴⁾	Not available ⁽⁵⁾
	Number of high-growth firms in Northern Ontario	200	March 31, 2023	200 (2018) ⁽⁴⁾	240 (2019) ⁽⁴⁾	200 (2020) ⁽⁴⁾
	Value of exports of goods (in dollars) from Northern Ontario	\$8,100,000 ⁽¹⁾	March 31, 2023	8,619,635 (2019) ⁽⁴⁾	6,120,346 (2020) ⁽⁴⁾	7,617,334 (2021) ⁽⁴⁾
	Value of exports of clean technologies (in dollars) from Northern Ontario	Not available	March 31, 2023	Not available ⁽³⁾	Not available ⁽³⁾	Not available ⁽³⁾

- (1) 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.
- (2) This indicator is provided by Statistics Canada. The data provided is an estimate based on a sample and subject to sampling error. The data is only available every three years and tends to fluctuate. The last survey was conducted in 2020.
- (3) The term “Not available” indicates that Statistics Canada did not publish survey results for that fiscal year.
- (4) 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.
- (5) Actual result for FedNor-assisted firms was suppressed by Statistics Canada to meet the confidentiality requirements of the Statistics Act.
- (6) 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.
- (7) 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 Business Enterprise expenditure on Research and Development (BERD). These actions should result in more matches in Statistics Canada’s linked file environment and eliminate the need for suppression.

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

Table 2 - Budgetary financial resources (dollars)

The following table shows, for economic development in Northern Ontario, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
123,822,898	123,822,898	130,081,500	125,009,965	1,187,067

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

Table 3 - Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
87	51	(36)

Financial, human resources and performance information for FedNor’s program inventory is available in [GC InfoBase^v](#).

2.2. Internal services

2.2.1 Description

Internal services are 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 service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

During its first full year as a standalone regional development agency, FedNor undertook significant work to establish policies, procedures and processes while successfully delivering critical core and time-limited programs.

Specifically, FedNor undertook the following activities to support its internal services in 2022–23:

- Establishing new governance and organizational structures to meet its new legislative responsibilities and accountabilities.

- Introducing new internal functions within the department including, but not limited to, human resources management services, information technology and internal communications.
- Prioritizing hiring additional resources to meet the increasing demands of the department. This includes conducting various staffing processes, resulting in the onboarding of 15 new permanent employees.
- Executing new corporate reporting responsibilities as a result of the department's transition from an initiative within Innovation, Science and Economic Development Canada such as those relating to financial reporting. Creating a new FedNor domain name which further solidified FedNor's independence.
- Transitioning to a new hybrid work environment while prioritizing health measures. These efforts include undertaking workplace modernization efforts in FedNor's Sudbury office.
- Executing over 60 project announcements and events.
- Regularly updating FedNor's public-facing website to highlight funding opportunities and success stories. A new section was created to highlight the support available to Indigenous stakeholders. In 2022–23, FedNor's website had 47,252 users and 118,653 page views, including 35,896 unique page views.
- Building a new intranet for internal and employee communications. This modern platform is the first internal communications application that was dedicated to improving communications with employees as the new standalone department.
- Continuing the important work on developing a grants and contribution management system to enhance client service delivery.

2.2.2. Contracts awarded to Indigenous businesses

The Government of Canada is committed to reconciliation with Indigenous Peoples and to improving socio-economic outcomes by increasing opportunities for First Nations, Inuit and Métis businesses through the federal procurement process.

Under the [*Directive on the Management of Procurement*](#)^{vi}, which came into effect on May 13, 2021, departments must ensure that a minimum of 5% of the total value of the contracts they award are held by Indigenous businesses. This requirement is being phased in over three years, and full implementation is expected by 2024.

Indigenous Services Canada has set the implementation schedule:

- ▶ Phase 1 departments: April 1, 2022, to March 31, 2023
- ▶ Phase 2 departments: April 1, 2023, to March 31, 2024
- ▶ Phase 3 departments: April 1, 2024, to March 31, 2025

FedNor is a Phase 3 organization and is aiming to achieve the minimum 5% target by the end of 2023–24. FedNor’s planned outreach activities include utilizing the Indigenous Business Directory to achieve the 5% minimum target.

Presently, all contracting employees have completed the mandatory course Indigenous Considerations in Procurement (COR409) from the Canada School of Public Service. On a go forward basis, all new staff hired in procurement will have six months to complete the training.

Table 4 - Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
1,165,877	1,165,877	5,082,808	7,067,901	5,902,024

Table 5 - Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

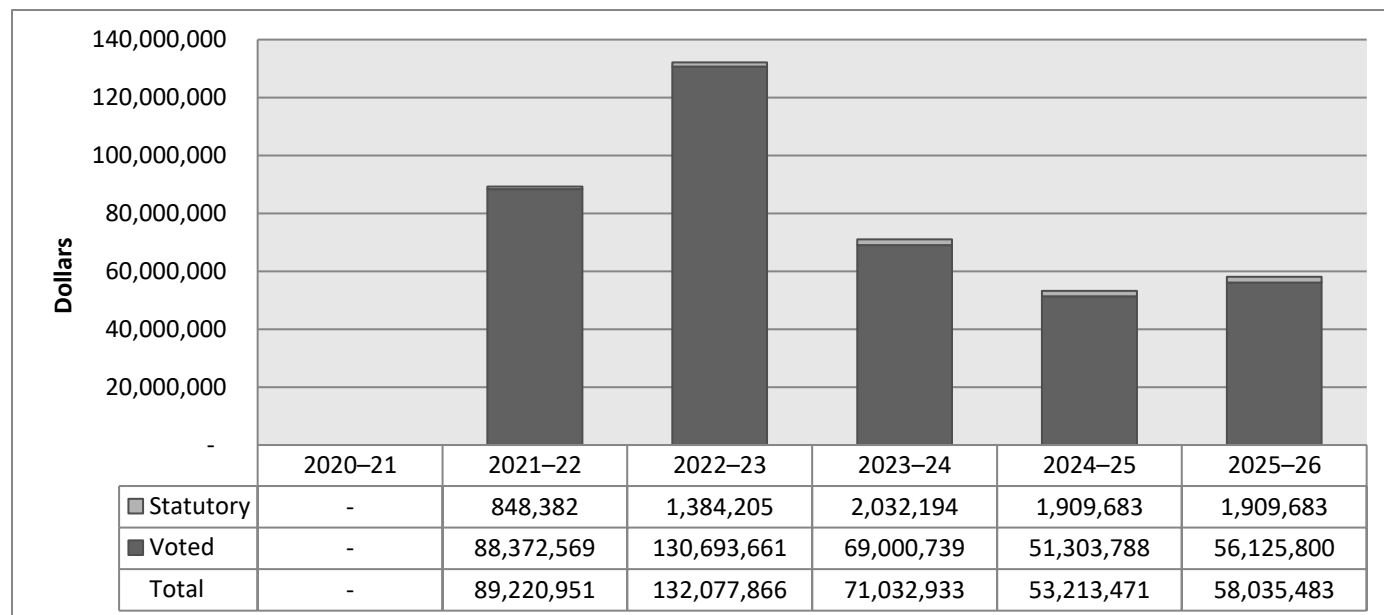
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
15	38	23

3.0. Spending and human resources

3.1. Spending

Chart 2 - Spending 2020–21 to 2025–26

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



Actual spending: 2021–22, 2022–23. Planned spending: 2023–24, 2024–25, 2025–26.

Planned spending for 2023–24, 2024–25 and 2025–26 does not include amounts stemming from Budget 2023.

FedNor became a standalone department effective August 12, 2021. Amounts from April 1, 2021 to August 12, 2021 are reflected in Innovation Science and Economic Development Canada’s 2021–22 Departmental Plan. Therefore, there is no historical information for a comparative analysis. Due to temporary relief program funding, spending levels increased in 2022–23.

Table 6 - Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for FedNor’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 main estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Economic development in Northern Ontario	122,657,021	122,657,021	65,955,269	48,190,159	130,081,500	N/A	87,367,556	125,009,965
Subtotal	122,657,021	122,657,021	65,955,269	48,190,159	130,081,500	N/A	87,367,556	125,009,965
Internal services	1,165,877	1,165,877	5,077,664	5,023,312	5,082,808	N/A	1,853,395	7,067,901
Total	123,822,898	123,822,898	71,032,933	53,213,471	135,164,308	N/A	89,220,951	132,077,866

For 2022–23, planned spending of \$123.8 million increased by \$11.3 million, resulting in total authorities available for use of \$135.2 million. This was due to the following additional authorities received during the fiscal year:

- \$4.51 million in permanent funding related to a May 2022 off-cycle funding decision to provide the resources necessary to complete FedNor’s transition from that of an initiative under the Department of Innovation, Science and Economic Development to a standalone regional development agency and to strengthen the regional economic development of Northern Ontario.
- \$4.95 million in temporary funding related to a May 2022 off-cycle funding decision to maintain funding of the Northern Ontario Development Program.
- \$2.5 million received from the Department of Natural Resources in support of a critical minerals strategy.
- \$0.33 million in an operating budget carry forward from the 2021–22 fiscal year lapse.
- These increases are offset by a decreasing adjustment to FedNor’s employee benefit plan of \$0.96 million.

From the 2022–23 total authorities of \$135.2 million, actual spending was \$132.1 million. This resulted in a surplus of \$3.1 million. Of that amount, \$0.6 million was carried forward to FedNor’s 2023–24 operating budget and the remaining balance lapsed.

3.2. Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of FedNor’s core responsibilities and to internal services.

Table 7 - Human resources 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 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Economic development in Northern Ontario	N/A	73	87	51	83	81
Subtotal	N/A	73	87	51	83	81
Internal services	N/A	12	15	38	32	31
Total	N/A	85	102	89	115	112

3.3. Expenditures by vote

For information on FedNor’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#)^{vii}.

3.4. Government of Canada spending and activities

Information on the alignment of FedNor’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#)^{viii}.

3.5. Financial statements and financial statements highlights

3.5.1. Financial statements

FedNor’s financial statements (unaudited) for the year ended March 31, 2023, are available on the [department’s website](#)^{ix}.

3.5.2. Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	111,448,757	108,547,282	N/A	2,901,475	N/A
Total revenues	-	1,260	N/A	1,260	N/A
Net cost of operations before government funding and transfers	111,448,757	108,546,022	N/A	2,902,735	N/A

Expenses:

Actual total expenses were \$108.5 million in fiscal year 2022–23.

Of the total expenses of \$108.5 million, \$100.6 million (92.7%) was used to support economic development in Northern Ontario while \$7.9 million (7.3%) was expended for internal services.

FedNor became a standalone department as of August 12, 2021. As a result, expenditures were not incurred for the entire fiscal year 2021–22.

The 2022–23 planned results information is provided in FedNor’s [Future-Oriented Statement of Operations and Notes 2022–23](#)^x.

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	32,102,402	7,472,854	24,629,548
Total net financial assets	31,029,320	6,583,571	24,445,749
Departmental net debt	1,073,082	889,283	183,799

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total non-financial assets	4,045,672	2,800,098	1,245,574
Departmental net financial position	2,972,590	1,910,815	1,061,775

Liabilities:

Total net liabilities were \$32.0 million at the end of the 2022–23 fiscal year, representing an increase of \$24.6 million (329.6%) from fiscal year 2021–22. The increase is attributable additional year-end accruals and payables being set up.

Assets:

Total net financial assets equalled \$31.0 million at the end of the 2022–23 fiscal year, an increase of \$24.4 million (371.3%) over fiscal year 2021–22 total. The assets primarily consist of the “Due from the Consolidated Revenue Fund” (\$30.8 million), which is used to discharge FedNor’s liabilities. The Due from Consolidated Revenue fund is an account that is directly impacted by FedNor’s accounts payable and accrued liabilities and is the reason for the increase in net financial assets.

Total non-financial assets were \$4.0 million at the end of the 2022–23 fiscal year, an increase of \$1.2 million (44.5%) over fiscal year 2021–22 total. The increase is mainly attributable to work in progress related to the Grants and Contributions Program Management system.

The 2022–23 planned results information is provided in FedNor’s [Future-Oriented Statement of Operations and Notes 2022–23](#)^{xi}.

4.0. Corporate information

4.1. Organizational profile

Appropriate minister[s]: The Honourable Patty Hajdu

Institutional head: Valerie Gideon

Ministerial portfolio: Federal Economic Development Agency for Northern Ontario

Enabling instrument[s]:

[Order in Council P.C. 2021-0840](#)^{xii} 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](#)^{xiii} 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.

Other Orders in Council brought FedNor under relevant legislation, such as the *Public Service Employment Act*, *Access to Information Act* and *Privacy Act*.

The source of the FedNor’s authority remains the *Department of Industry Act*, which must be read in conjunction with the relevant Orders in Council.

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).

4.2. 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 FedNor’s [web-site](#)^{xiv}.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^{xv}.

4.3. Operating context

Information on the operating context is available on FedNor’s [website](#)^{xvi}.

4.4. Reporting framework

FedNor’s departmental results framework and program inventory of record for 2022–23 are shown below.

Departmental results framework	Core responsibility: economic development in Northern Ontario		Internal services
	Departmental result: Communities are economically diversified in Northern Ontario	Indicator: Percentage of SMEs that are majority-owned by Indigenous Peoples 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
	Departmental Result: 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
	Departmental Result: 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	
Program Inventory	Program: Community economic development and diversification Program: Regional innovation ecosystem Program: Business development	

4.5. Supporting information on the program inventory

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

4.6. Supplementary information tables

The following supplementary information tables are available on [FedNor’s website](#)^{xviii}:

- ▶ Reporting on Green Procurement

- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ United Nations 2030 Agenda and the Sustainable Development Goals
- ▶ Response to Parliamentary Committees

4.7. Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#)^{xix}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

4.8. Organizational contact information

Mailing address:

Federal Economic Development Agency for Northern Ontario
19 Lisgar Street, Suite 307
Sudbury, Ontario
P3E 3L4

Telephone: 1-877-333-6673

TTY: 1-866-694-8389

Fax: 1-705-671-0717

Website: <http://fednor.gc.ca>

5.0. 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 report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside department's immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

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

horizontal initiative (*initiative horizontale*)

An initiative where 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.

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

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 to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

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

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. Prosperity and Growth Strategy for Northern Ontario, <https://fednor.canada.ca/en/prosperity-and-growth-strategy-northern-ontario>
- ii. Supplementary information tables, 2022-23 Departmental Results Report, FedNor, <https://fednor.canada.ca/en/transparency/supplementary-information-tables-2022-23-departmental-results-report>
- iii. GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. Directive on the Management of Procurement, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>
- vii. Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- viii. GC InfoBase, <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. Financial Statements as of March 31, 2023, <https://fednor.canada.ca/en/transparency/2022-23-departmental-results-report-financial-statements>
- x. Future-Oriented Statement of Operations and Notes 2022–23, <https://fednor.canada.ca/en/transparency/2022-2023-future-oriented-statement-operations>
- xi. Future-Oriented Statement of Operations and Notes 2022–23, <https://fednor.canada.ca/en/transparency/2022-2023-future-oriented-statement-operations>
- 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.canada.ca/en>
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