



Federal Economic Development
Agency for Northern Ontario

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

Federal Economic Development Agency for Northern Ontario 2024–25 Departmental Plan

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

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Table of contents

From the Minister	1
Plans at a glance.....	3
Key priorities	3
Refocusing government spending.....	4
Core responsibilities and departmental results	4
Highlights.....	5
Plans to deliver on core responsibilities and internal services.....	10
Economic Development in Northern Ontario	10
Internal services	24
Planned spending and human resources	27
Spending	27
Funding	29
Future-oriented condensed statement of operations	30
Human resources.....	31
Corporate information.....	33
Organizational profile	33
Organizational contact information	33
Supplementary information tables	35
Federal tax expenditures	36
Appendix: definitions.....	37
Endnotes.....	41

From the Minister

It is my pleasure to present to you the 2024-25 Departmental Plan for the Federal Economic Development Agency for Northern Ontario (FedNor) which details the department's key priorities for the coming year.

In keeping with FedNor's core mandate, we will continue to focus on initiatives that result in job creation, business growth and community economic development for the benefit of all people in Northern Ontario. Our goal is to build an innovative, stronger and more diversified economy while working to reduce systemic barriers for all equity-deserving groups so people living, for example in rural and remote areas, Indigenous communities, and official language minority communities, can fully participate in, and shape, our economy.



To support the Government of Canada's clean growth priority, FedNor will help businesses develop and adopt clean technology solutions, and improve productivity and efficiency. In addition, the department is committed to working with National Resources Canada, Indigenous Services Canada, the province of Ontario alongside First Nations partners to both advance the Critical Minerals Strategy and facilitate the Ring of Fire development. These measures are designed to achieve the Government of Canada's net zero emissions target by 2050.

Strong and meaningful collaboration is integral to all the work we do at FedNor. This is seen in our meaningful and ongoing participation within the network of regional development agencies across the country to maximize horizontal coordination of programming and support where possible as well as in our work with federal colleagues, including Indigenous Services Canada, and other Indigenous-led organizations, to advance our commitment to Indigenous economic reconciliation. Cross promotion of programs and services ensures that our mutual clients are aware of and can access our programs, as well as benefit from others, such as the Indigenous Business Navigator service offered by Indigenous Services Canada.

Over the next year, FedNor's role as an advisor, convenor and pathfinder will serve to help businesses grow, take advantage of new economic opportunities, and explore new markets. This includes continuing FedNor's support for tradeshows, such as the Royal Agricultural Winter Fair and the Northern Ontario Mining Showcase at the Prospectors and Developers Association of Canada's annual convention, which have provided small and medium-sized enterprises with an opportunity to highlight their products and services to new audiences and help equalize opportunities for Northern Ontario companies, including family-based and Indigenous-owned businesses.

To ensure that we are continuing to meet the needs of the people, businesses, and communities of Northern Ontario, we plan to review and refine FedNor's specific actions outlined in the Government of Canada's Prosperity and Growth Strategy for Northern Ontario (PGSNO), with a

focus on supporting innovation, growing companies and building stronger communities in our region.

In an effort to track our success, we have implemented a number of changes to our Departmental Results Framework to focus on creating new indicators that are better aligned with the priorities outlined in the PGSNO. The move is designed to adopt more meaningful indicators that will lead to increased transparency of our specific results.

Our commitment to transparency also includes plans to share our successes, as part of our communications and engagement strategy, increasing FedNor’s presence on the web and social media. Building on FedNor’s strong reputation, this strategy will expand the department’s presence in communities across Northern Ontario and leverage existing relationships to reiterate FedNor’s role as a trusted, local partner.

In pursuit of excellence, FedNor will embrace opportunities to streamline our internal processes, adopt best practices to enhance our program delivery, and bolster our workforce by fostering a healthy and diverse workplace. Recognizing that FedNor employees are our greatest strength, our focus will be on recruitment that includes the use of social media, on-the-job training and succession planning.

In these pages, you will find more insight about the priorities of FedNor, and our commitment to deliver on them in partnership with the people of Northern Ontario. I invite Canadians and my colleagues to read this plan and learn more about FedNor’s priorities and objectives for 2024–25.

The Honourable Patty Hajdu, P.C., M.P.

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

Plans at a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years. FedNor's [raison d'être, mandate, role](#), and [operating context](#) can be found on FedNor's webpage.

Information on FedNor's mandate letter commitments is available in the [Minister's mandate letter](#).

Key priorities

- Promote short- and long-term job creation, business growth and community economic development in Northern Ontario contributing to a more innovative, diversified and sustainable economy.
- Reduce systemic barriers for equity-deserving groups to grow an economy inclusive of all Canadians including those living in rural and remote areas, Indigenous communities, and official language minority communities.
- Nurture and cultivate strong and strategic partnerships with key stakeholders, including federal, provincial and municipal governments, Indigenous partners, regional businesses and community organizations, to advance key government priorities for the benefit of the region such as those related to economic reconciliation, critical minerals and clean growth.
- Advance initiatives in support of the Prosperity and Growth Strategy for Northern Ontario to support innovation, business growth and stronger communities in the region. Activities will also include seeking opportunities to engage with a range of partners and stakeholders to refresh the strategy to plan and better respond to existing and emerging challenges and opportunities.
- Enhance the department's capacity to deliver on its mandate by strengthening its processes and human resources capacity. This includes seeking opportunities to streamline its internal procedures; employ best practices to enhance its program delivery; and, bolster its workforce through the promotion of a healthy and diverse workplace

through the implementation of strategic recruitment processes (including use of social media), enhanced on-the-job training and succession planning.

Refocusing government spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

As part of meeting this commitment, FedNor is planning the following spending reductions.

2024–25	2025–26	2026–27 and after
\$168,000	\$410,000	\$505,000

FedNor will achieve these reductions by doing the following:

- Improving efficiencies in its operating base, such as managing travel by leveraging hybrid meetings and reducing its underutilized fleet, and by scaling back on centralized services provided by other government departments.
- Taking a balanced approach that maintains maximum flexibility with available program funds to minimize impacts on program delivery.

The figures in this departmental plan reflect these reductions.

Core responsibilities and departmental results

A Departmental Results Framework consists of an organization’s core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

The core responsibilities and departmental results from FedNor’s Departmental Results Framework are as follows.

Core Responsibilities	Departmental Results
Economic Development in Northern Ontario	Communities are economically diversified in Northern Ontario
	Businesses invest in the development and commercialization of innovative technologies in Northern Ontario

	Businesses are innovative and growing in Northern Ontario
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See [GC InfoBaseⁱ](#) for the full framework and program inventory.

Highlights

Plans for Economic Development in Northern Ontario

Planned spending: \$55,141,574

Planned human resources: 119

For over 35 years, FedNor has been a catalyst for innovation, business growth, and community economic development in Northern Ontario. Through the delivery of its regionally tailored programs, the department ensures that the region, and in particular its small and rural communities, have access to timely place-based support to promote sustainable and inclusive growth. Using the department’s local knowledge and expertise, FedNor also acts as the region’s voice in Ottawa by advocating for Northern Ontario’s interests in national and regional programs and strategies.

Over the past year, the region, as well as the country as a whole, has demonstrated its resiliency following the pandemic and a period of economic uncertainty. While progress has been made, communities and businesses in Northern Ontario continue to experience challenges with inflation, supply chain disruptions, affordability, the labor market supply as a result of an ageing demographic, and the impacts of climate change.

The Government of Canada, including FedNor, is committed to building a strong economy and taking action on the socioeconomic priorities that matter the most to the diverse Canadian populations. In 2024–25, FedNor will build upon its proven track record to deliver effective and strategic support to businesses and communities to diversify and strengthen the economic landscape of Northern Ontario. Through its local knowledge and expertise, the department will deliver on the government’s economic plan to create sustainable jobs, support industrial and

business growth, and enable communities to seize existing and emerging opportunities such as those related to economic reconciliation, critical minerals, the green economy, and national economic trends.

Through its programming, FedNor will focus on addressing the unique challenges and opportunities in Northern Ontario to ensure communities and businesses are equipped for long-term prosperity. FedNor will also continue to advocate for the region as an advisor, pathfinder and convenor by seeking opportunities to collaborate across governments, with industry partners and Indigenous communities to ensure that the needs of regional stakeholders are well represented.

In 2024–25, FedNor will prioritize the following areas:

Promotion of community economic development, diversification and industrial and business growth contributing to a more innovative and sustainable economy

As the Government of Canada’s regional development agency for Northern Ontario, FedNor works with businesses and community partners to build a stronger Northern Ontario. In 2024–25, the department will invest in the region’s future by supporting projects that lead to job creation and sustainable economic growth.

In its funding capacity, FedNor will deliver effective support to municipalities, Indigenous communities, businesses, not-for-profits, and other business support organizations and institutions, including academia, to promote economic development, diversification, job creation and community self-reliance. Efforts will include:

- supporting communities of all sizes in their efforts to plan and mobilize their resources, enhance business growth, and exploit new opportunities;
- providing key investments and support for businesses at various stages to help accelerate growth, gain efficiencies and adopt innovative technologies;
- delivering strategic assistance to help create, grow and develop strong and regional innovation ecosystems;

- promoting community-based economic development and providing business financing and services through 24 Community Futures Development Corporations in the region, which includes 12 bilingual and 3 Indigenous Community Futures Development Corporations; and,
- supporting the creation of new and improved existing regional tourism assets to meet the demand of domestic and international visitors, while enhancing Canada’s competitiveness as an international destination.

Foster and strengthen an inclusive and sustainable economy for all people in Northern Ontario

In 2024–25, FedNor will continue to pursue opportunities to address profound systematic inequalities and disparities by supporting initiatives that promote 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.

The department will deliver on Government of Canada programs designed to contribute to inclusive economic development in Northern Ontario including the Economic Development Initiative for Official Language Minority Communities and the Black Entrepreneurship Program National Ecosystem Fund. Through these national programs, as well as its core funding, FedNor will invest in projects that strengthen business and community support for equity-deserving groups reaffirming its commitment to delivering public policies and programs that create conditions for inclusive regional economic development.

FedNor will also continue to prioritize economic reconciliation efforts through the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*. Activities will include:

- helping Indigenous communities obtain government funding to participate in the planning, development and implementation of projects linked to regional economic development opportunities by providing financial assistance towards Indigenous-led projects and in support of organizations that provide services to Indigenous Peoples;

- fostering ongoing and meaningful collaboration with other government departments, including Indigenous Services Canada, Natural Resources Canada and Crown-Indigenous Relations and Northern Affairs Canada, First Nations and Indigenous-led organizations, and other Indigenous communities and businesses in support of economic reconciliation;
- leveraging services from other departments such as Indigenous Services Canada’s new business navigator services and the Innovation, Science and Economic Development Canada Business Benefit Finder; and,
- renewing the department’s commitment to increasing the accessibility of its programs and services, and establishing more robust gender-based analysis plus practices internally.

Nurture and cultivate strong and strategic partnerships with key stakeholders to advance government priorities in the region

In addition to the support FedNor provides through its funding vehicles, the department is strongly focused on outreach and collaboration efforts that engage community leaders and stakeholders as it works to better meet the current and future needs of Northern Ontario.

In 2024–25, FedNor will continue to play a critical role as an advisor, pathfinder and convenor for the region by working with local businesses, organizations, other government departments and provincial partners to improve and stabilize economic development in Northern Ontario. Additionally, FedNor will leverage its relationship with experts and community members in the region to identify and reduce barriers to economic growth. By providing clients with access to specialized knowledge, expertise and seed funding, the department will help businesses and communities connect with other funding sources required to accelerate growth while creating skilled and well-paying sustainable jobs in the region. For instance, FedNor will promote programs and supports available to Indigenous businesses and organizations in Northern Ontario through its communication platforms and networks. This includes, but is not limited to, Indigenous Services Canada’s new business navigator service and the Indigenous Growth Fund available through Aboriginal Financial Institutions.

In the upcoming year, FedNor will also seek the expertise of other federal departments to implement best practices internally and enhance its services. This includes leveraging the

expertise of Public Service Procurement Canada as it relates to the implementation of the *Impact Assessment Act*. The department will also continue to participate in and leverage the strong network of regional development agencies across the country to ensure horizontal coordination of programming and support where possible, while also advocating with national partners and strategies to ensure a place-based approach is valued and facilitated.

In addition to leveraging its existing relationships, FedNor will also look to develop new partnerships and expand its reach by seeking new opportunities to work collaboratively across government and with industry, First Nations and other Indigenous partners, as well as post-secondary institutions, and business accelerators and incubators.

Renewed focus on the implementation of the Prosperity and Growth Strategy for Northern Ontario

Launched in 2018, the Prosperity and Growth Strategy for Northern Ontario (PGSNO) is the Government of Canada’s targeted approach to regional economic development and is aligned with a range of federal and provincial government priorities. The PGSNO builds on collaborations with government and regional stakeholders to address the needs of Northern Ontario communities and businesses by supporting innovation, growing companies and building stronger communities.

In 2024–25, FedNor will continue to support initiatives that advance the PGSNO while seeking opportunities to refresh this strategy moving forward. These activities will include assessing the results to date and determining potential areas for refinement to ensure that the PGSNO remains relevant and responsive to the needs of the region. Stakeholders will be engaged to reconfirm the priorities of the strategy.

For more information on FedNor’s plans, see the “Plans to deliver” section of this plan.

Plans to deliver on core responsibilities and internal services

Economic Development in Northern Ontario

Description

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

Quality of life impacts

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework, and more specifically, “Employment” through the activities mentioned in the core responsibility description.

Results and targets

The following tables show, for each departmental result related to Economic Development in Northern Ontario, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25. Of note, this will be the first year for FedNor’s new Departmental Results Framework. As such, past results are not available for most new indicators.

Table 1: Indicators, results and targets for departmental result Communities are economically diversified in Northern Ontario

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Amount leveraged per dollar invested by FedNor in community projects	\$1.90	\$2.02	\$2.08	\$1.95	March 2025
Number of jobs created or maintained as a direct result of project activities	Not available	Not available	Not available	4,600	March 2025
Number of physical community or regional assets developed,	Not available	Not available	Not available	60	March 2025

modernized or expanded as a direct result of FedNor project activities					
Percentage of FedNor recipients reporting improved capacity to address economic and business development needs and opportunities two years after the project ended	Not available	Not available	Not available	90%	March 2025

Table 2: Indicators, results and targets for departmental result Businesses invest in the development and commercialization of innovative technologies in Northern Ontario

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Number of value-added products, processes, services or technologies <u>developed</u> as a direct result of FedNor project activities	Not available	Not available	Not available	230	March 2025
Number of value-added products, processes, services or technologies <u>commercialized</u> as a direct result of FedNor project activities	Not available	Not available	[Not available	65	March 2025
Number of patents, licenses or copyrights filled as a direct result of FedNor project activities	Not available	Not available	Not available	15	March 2025
Value of exports of goods (in dollars) from Northern Ontario	8,619,635 (2019)	6,120,346 (2020)	7,617,334 (2021)	7,962,500	March 2025

Table 3: Indicators, results and targets for departmental result Businesses are innovative and growing in Northern Ontario

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Number of assets in support of innovation created, acquired/adopted or enhanced/adapted as a direct result of FedNor project activities	Not available	Not available	Not available	170	March 2025
Number of businesses created, maintained, expanded or modernized as a direct result of FedNor project activities	Not available	Not available	Not available	2,260	March 2025
Percentage of FedNor-assisted entities that are majority owned or majority-led by underrepresented groups ¹	Not available	Not available	Not available	Not available ²	March 2025
Percentage of funding recipients reporting their projects led to improvements in exports, market share, profits, sale growth, employment growth or tourism receipts two years after the project ended	Not available	Not available	Not available	30%	March 2025

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

¹ Underrepresented groups for the indicator “Percentage of FedNor-assisted entities that are majority-owned or majority-led by underrepresented groups” include 2SLGBTQ+; women; Indigenous Peoples; members of official language minority communities; youth; persons with disabilities; newcomers to Canada and immigrants; black communities; and racialized communities.

² Unable to set a target as this is a new indicator to be reported through the Grants and Contributions Program Management System (GCPM) starting in 2024-25

Plans to achieve results

In 2024–25, FedNor will support the delivery of the Government’s priorities in a way that is tailored to the unique challenges and opportunities of Northern Ontario.

Departmental Result: Communities are economically diversified in Northern Ontario

The vast majority of Northern Ontario municipalities are considered rural, many of which are dependent on a single industry to drive their local economies. Tourism and resource-based sectors such as forestry, agriculture, and mining are the main economic drivers in many of these smaller municipalities leaving them economically vulnerable, as they are impacted by external economic factors such as declining commodity prices, globalization, and currency rates.

Furthermore, resource-based sectors like mining and forestry have typically been fossil fuel intensive industries whose emissions are a source of air pollution that is harmful to humans and the environment.

In an effort to remain viable and ensure their long-term economic well-being, these industries and the communities who have relied upon them across the region are exploring ways to build on their existing economic drivers and strengths to identify and capitalize on new economic development opportunities to diversify their respective economies. Strategic areas for growth include mining activities that will contribute to electric batteries, biomass, and opportunities for carbon capture, as well as the supply chains for clean growth projects in support of net zero emissions by 2050.

FedNor works with community and industry stakeholders to support business attraction, retention and growth; identify and exploit new economic development opportunities; and, support strategic planning initiatives to build strong and sustainable communities across Northern Ontario. In 2024–25, FedNor will support activities that assist in building the community and regional foundations necessary for sustainable wealth creation across various priority sectors, including but not limited to, the mining and forest industries, tourism, agri-food, renewable energy and manufacturing.

Through the community economic development stream of its flagship Northern Ontario Development Program, the department will provide strategic investments in projects led by municipalities, First Nations and other Indigenous partners, and other organizations and institutions to help them attract investment and foster business growth, and nurture and retain their existing businesses, in addition to supporting efforts to diversify the regional economy.

FedNor will also provide assistance to small and Indigenous communities for comprehensive community planning to support them in their efforts to increase their economic development capacity. Funding provided through the Northern Ontario Development Program will help support job creation, partnership development, and increase the capacity of recipients to address their economic and business development needs.

To respond to regional labour market challenges, FedNor will fund projects and initiatives that prioritize the recruitment of a much-needed skilled workforce. This includes continuing to champion youth retention and attraction in Northern Ontario through its Youth Internship Initiative and supporting the activities of the Rural and Northern Immigration Pilot which seeks to attract, integrate and retain newcomers to region. These activities build on the outcomes of the April 2023 Northern Ontario roundtable discussion on Canada’s immigration future that FedNor helped Immigration, Refugees and Citizenship Canada to organize. During these discussions, participants underlined the critical importance of filling labour market gaps and the benefits of this pilot.

Announced in Budget 2023, the Tourism Growth Program provides \$108 million nationally over 3 years to support Indigenous and non-Indigenous communities, small and medium-sized businesses and not-for-profit organizations in developing local tourism products and experiences. Through the delivery of the Tourism Growth Program, FedNor, along with the other regional development agencies across Canada, will support the creation of new and existing regional tourism assets to meet the demands of domestic and international travellers. The assistance provided through the program will increase tourism benefits for communities by driving visitation to rural and remote areas, supporting the Indigenous tourism industry, and extending the shoulder tourism season, all while promoting economic, environmental and cultural sustainability.

FedNor is committed to continue to strengthen its relationships with its federal and provincial counterparts, municipalities and Indigenous communities in 2024–25 to support business attraction, identification of new economic opportunities, and strategic planning initiatives in the region.

For instance, the department will nurture its longstanding relationship with the Ministry of Northern Development, Ministry of Mines and the Northern Ontario Heritage Fund Corporation to identify opportunities for collaboration and support transformational projects in the region. This includes co-funding projects designed and implemented by local recipients in areas of community enhancements, Indigenous reconciliation, business growth, innovation, talent attraction and retention, and priority sectors such as critical minerals.

The department will also continue to leverage the Northern Ontario Management Group, a forum of federal directors, managers and supervisors from across Northern Ontario, to promote horizontal dialogue and collaboration; encourage the sharing of best practices; and, help to address issues of common interests in Northern Ontario.

In support of its commitment to advancing Indigenous economic reconciliation, the department recognizes the importance of true collaboration and partnership with Indigenous-led organizations including, but not limited to, the National Aboriginal Capital Corporations Association, National Indigenous Economic Development Board, First Nations Major Projects Coalition, Indigenous Financial Institutions and other Indigenous communities and businesses in the region. As such, FedNor will actively pursue opportunities to increase its engagements with these groups in the upcoming year. The department will also continue to work closely with key federal and provincial counterparts such as Indigenous Services Canada; Natural Resources Canada; and Crown-Indigenous Relations and Northern Affairs Canada. These activities include supporting Natural Resources Canada in the development of the Indigenous Loan Guarantee Program announced in the 2023 Fall Economic Statement which will help facilitate Indigenous equity ownership in major projects in the natural resource sector. Additionally, as a member of the group of federal departments and agencies seeking to advance the Omushkego Wahkohtowin's Project Finance for Permanence, FedNor will serve as a convenor, pathfinder

and facilitator to bring together partners in support of large-scale, long-term conservation economy.

In the upcoming year, the department will engage with Natural Resources Canada, Indigenous Services Canada, the province and First Nation communities to support the implementation of the Canadian Critical Minerals Strategy and the ongoing development of the Ring of Fire region with First Nations and the province. The strategy is designed to support the Government's objective of net zero emissions by 2050 by increasing the production of key materials and the growth of related domestic supply chains.

In addition to these efforts, FedNor will also continue to support the official language minority communities in the region through its regular programming and the Government of Canada's Economic Development Initiative. Efforts will promote business and economic development in the region's Francophone communities.

Departmental Result: Businesses are innovative and growing in Northern Ontario

Small businesses are the backbone of the economy in Northern Ontario communities, driving growth, innovation and prosperity across the region. They bring vitality to the communities Northerners call home, creating jobs while harnessing the region's strengths and resources.

In 2024–25, FedNor will continue to empower businesses in their journey towards success. Through the delivery of the business scale-up and productivity stream of the Regional Economic Growth through Innovation Program, FedNor will work with businesses, at various stages of development, to increase their productivity, compete on the world stage, and reach new markets.

FedNor will also focus on providing assistance to businesses in Northern Ontario to help them develop and adopt clean technology solutions. For example, FedNor will continue to work with Northern Ontario companies like Heliene Inc., a solar panel manufacturer in Sault Ste. Marie, who received financial support for hardware and software development that led to increased efficiency of power generation and remote monitoring for utility companies.

Additionally, the department will help support businesses in critical sectors -to meet growing global demand. This includes providing assistance to Northern Ontario manufacturers, helping them boost their productivity, grow sales, and increase their exports.

The funding provided through the Regional Economic Growth through Innovation Program will help businesses to scale up and expand, adopt new technologies, improve productivity, commercialize, and find new markets.

Over the next year, FedNor's role as a pathfinder will be vital as the organization works to further empower businesses and connect them to opportunities. More than ever, leveraging new and existing collaborations and partnerships will be instrumental in driving economic growth. As such, FedNor will encourage collaborative ventures, strategic partnerships and sectoral alliances through financial support for networking and signature tradeshow events that expose local businesses to a global audience and provides them with the opportunity to increase sales, access new markets and establish new domestic and international partnerships. For example, through past projects, FedNor has supported agricultural and mining supply companies to attend events like the Royal Agricultural Winter Fair and the Northern Ontario Mining Showcase at the Prospectors and Developers Association of Canada's annual convention and trade show. Support for these types of activities has enabled companies to highlight their products and services to new audiences and has led to increased profitability and job creation.

Simultaneously, FedNor will work to improve its pathfinding role and ability to leverage other partners by expanding the department's networks across public and private enterprises. This includes, but is not limited to, the growing collaboration with international intergovernmental organizations such as the Organization for Economic Co-operation and Development (OECD). In 2024–25, FedNor will continue to promote the work of the Canadian delegation in the OECD's Regional Development Policy Committee including its work in planning for Canada's first OECD Mining Regions and Cities Initiative event to be held in Greater Sudbury in 2024.

In all of its efforts, including those in support of business and economic growth, FedNor will prioritize inclusivity, accessibility and sustainability to ensure that its activities benefit all members of the community and that small businesses, regardless of their size or location, have

the tools they need to prosper. Activities for the upcoming year will include, but are not limited to, the ongoing implementation of the Black Entrepreneurship Program’s National Ecosystem Fund to increase the ability of national not-for-profit Black-led business organizations in their capacity to provide support, mentorship, financial planning, and business training for Black entrepreneurs. Additionally, through the Community Futures Program, FedNor will continue to provide critical funding to Northern Ontario’s 24 Community Futures Development Corporations to provide business supports and promote diversification and resilience in small and rural communities across the region.

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

In the upcoming year, FedNor will continue its work to expand and strengthen the regional innovation ecosystems by making targeted investments in not-for-profit organizations that provide support to businesses at each stage of development in areas where Northern Ontario has the potential to have a leadership position and further their opportunities for growth.

Through the regional innovation ecosystem stream of the Regional Economic Growth and Innovation program, FedNor will provide financial contributions to create, grow, and nurture inclusive regional ecosystems that support business needs and foster an entrepreneurial environment conducive to innovation, growth, and competitiveness.

Funding will also be provided to support ecosystem stakeholders, including post-secondary institutions, and business accelerators and incubators, with an emphasis on advancing innovation in strategic sectors of the economy; strengthening business innovation capacity; fostering increased collaboration; supporting the development of early stage-business growth; building the foundation for cluster development; sustainability and competitiveness; and fostering inclusive growth.

In addition to providing program funding for innovation-related projects, FedNor will promote the growth of innovation by collaborating with the region’s key players and building relationships with other government funding programs and granting councils. This will include the ongoing collaboration with federal innovation partners such as the Natural Sciences and

Engineering Research Council of Canada and the National Research Council-Industrial Research Assistance Program, as well as its provincial counterparts, to more effectively support the innovation ecosystem in its growth and development.

Key risk(s)

Risk: Human Resources and building/maintaining a sustainable workforce

The aging employee demographic, hiring and staffing delays, as well as increasing workloads and change, are highlighting a risk which may impact the retention, recruitment and resilience of FedNor’s skilled and qualified staff, and thus impact the delivery of FedNor’s mandate.

To mitigate this risk, the department will prioritize the hiring of critical positions, such as those providing internal services and direct client support services, as well as review its current hiring and staffing processes and procedures to find opportunities to streamline and use best practices from other organizations. The department will also develop a human resources succession plan which will take into consideration current and future staffing needs. Action items within the plan will include seeking opportunities to increase student recruitment and the filling of junior positions, as well as enhancing on-the-job training and knowledge transfer opportunities. FedNor will also continue to prioritize a more diverse and inclusive workforce through the implementation of its 2023-25 Accessibility Action Plan, diversity awareness and Indigenous cultural competency activities and inclusive recruitment strategies.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$50,629,184
- **Planned full-time resources:** 78

Related government priorities

Gender-based analysis plus

FedNor remains committed to supporting inclusive growth and applying gender-based analysis plus (GBA Plus), an analytic tool, as an essential component of policy design and program delivery. Over the next year, FedNor’s GBA Plus champion will continue to promote training

opportunities for all staff, including front-line program delivery officers, to access the knowledge and tools needed to prioritize inclusivity.

FedNor will also continue to use an intersectional approach to policy and program delivery that recognizes multiple intersecting identity factors and how they shape opportunities and economic outcomes. This approach will improve the GBA Plus application in policy development and program implementation to ensure FedNor delivers inclusive outcomes for all Canadians in Northern Ontario. This includes enhanced collection and analysis of applicant data and a new distinctions-based approach to data collection for Indigenous applicants, as well as strengthening partnerships with key stakeholders across various communities. Through strong relationships, enhanced outreach, collaboration and research, the department will strive to incorporate diverse views on economic development issues into strategic policy and programming. In collaboration with the other regional development agencies, FedNor will leverage existing committees and working groups to share GBA Plus best practices, tools, strategies, data collection methodologies and training material. The adoption of best practices, proactive approaches and ongoing GBA Plus analysis will result in the improve inclusivity of regional development agency programming.

Internally, FedNor will continue to promote an inclusive workplace environment, address barriers to accessibility, aim to create culturally safe spaces free from harassment and discrimination, and support linguistic plurality for its employees.

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

FedNor’s activities help to advance the Government of Canada’s commitment to implement the United Nations Agenda and the Sustainable Development Goals (SDG).

Through its mandate to build a stronger and more resilient Northern Ontario, the department contributes to SDG 8 to “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” and SDG 9 to “build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.”

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

FedNor also contributes to SDG 10 to “reduce inequality within and among countries” through the implementation of the Black Entrepreneurship Program which supports Black Canadian entrepreneurs and business owners to grow and expand their businesses. FedNor also funds a number of Indigenous communities, organizations and businesses to enrich Northern Ontario’s economy and advance economic reconciliation. This will be an increasing area of focus within the department.

More information on FedNor’s contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

Economic Development in Northern Ontario is supported by the following programs in the program inventory:

- Community Economic Development and Diversification
- Regional Innovation Ecosystem
- Business Development

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

Summary of changes to reporting framework since last year

FedNor has made a number of changes to the departmental results indicators under its Economic Development in Northern Ontario core responsibility to provide more meaningful targets, as well as increase the transparency of the department’s results.

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 across the country which had been the practice when all regional development agencies were within the Innovation, Science and Economic Development Canada portfolio. At the time, the regional development agencies adopted a common set of priorities which harmonized core responsibilities, the number and kind of departmental results, and the use of Statistics Canada data to report on performance indicators.

While using Statistics Canada data has ensured a nationally consistent approach, regional data limitations, fluctuating results, and lack of annual data for some indicators have resulted in challenges in setting annual targets for Northern Ontario.

As a result of these limitations and, in an effort to increase the attribution of program investments, the department has made several amendments to the departmental results indicators within its Departmental Results Framework to focus on indicators the department already collects through its performance measurement forms. The results can be directly attributed to FedNor’s support on an annual basis. Furthermore, the amended indicators better align with the priorities outlined in the Prosperity and Growth Strategy for Northern Ontario, a regional approach for economic development and inclusiveness. These priorities include supporting innovation, growing companies and building stronger communities. These key priorities are featured throughout the departmental results and indicators.

The new indicators, which will take effect in 2024–25 are as follows:

- Number of jobs created or maintained as a direct result of FedNor project activities.
- Number of physical community or regional assets developed, modernized or expanded as a direct result of FedNor project activities.
- Percentage of FedNor recipients reporting improved capacity to address economic and business development needs and opportunities two years after the project ended.
- Number of value-added products, processes, services or technologies developed as a direct result of FedNor project activities.

- Number of value-added products, processes, services or technologies commercialized as a direct result of FedNor project activities.
- Number of patents, licenses or copyrights filled as a direct result of FedNor project activities.
- Number of assets in support of innovation created, acquired/adopted or enhanced/adapted as a direct result of FedNor project activities.
- Number of businesses created, maintained, expanded or modernized as a direct result of FedNor project activities.
- Number of FedNor-assisted entities that are majority-owned or majority-led by underrepresented groups.
- Percentage of funding recipients reporting their projects led to improvements in exports, market share, profits, sales growth, employment growth or tourism receipts two years after the project ended.

The Core Responsibility Description, Departmental Results and the Program Inventory categories have not changed.

Internal services

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

Plans to achieve results

To further enhance the capacity of the department to deliver on its mandate, FedNor plans to undertake the following activities in 2024–25:

- Execute internal human resources and succession plans to foster an agile, equipped and inclusive workforce while promoting well-being and resilience.
- Implement a robust communications and engagement strategy, including increasing FedNor’s presence on key social media platforms. Building on FedNor’s history, this strategy will further grow the department’s presence in communities across the region and leverage existing relationships to reiterate FedNor’s role as a trusted, local partner. It will also serve to guide internal communications, engagement, and planning to ensure consistency in messaging with stakeholders and with employees across the department.
- Develop an enhanced onboarding and training strategy to enhance competencies, promote knowledge transfer and ensure that employees have access to the tools required for their job.

- Create an internal data strategy to improve the management, reliability and use of data to support evidence-informed decision making within the department.
- Increase cultural competency training for the department to further enhance positive and respectful relationships with the Indigenous communities and partners it serves.
- Implement a FedNor information management policy that considers information management best practices, and provides training and tools for all staff.

Additionally, as part of its commitment to economic development in Northern Ontario, FedNor will continue to explore opportunities through the Government of Canada’s procurement process to leverage the goods and services that exist in Northern Ontario.

Snapshot of planned resources in 2024–25

- Planned spending: \$4,512,390
- Planned full-time resources: 41

Related government priorities

Planning for contracts awarded to Indigenous businesses

To support the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually, FedNor has pledged to actively seek Indigenous vendors when planning contracts and will identify opportunities for Indigenous businesses through continued engagement with Indigenous partners.

FedNor is a Phase 3 organization however, 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.

All FedNor employees who work in contracting will be required to complete 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.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	5.7%	5.2%	5.2%

FedNor was successful in contracting 5.7% throughout the 2022-23 fiscal year. It should be noted that FedNor's contracting activities were limited during 2022-23 and increases are expected during 2023-24 and onward. The 5.2% forecast of Indigenous contracting activities for 2023-24 is better aligned to the projected contract activities.

Planned spending and human resources

This section provides an overview of FedNor’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

Spending

Actual spending summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of FedNor’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Table 4 Actual spending for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Economic Development in Northern Ontario	89,220,951	125,009,965	69,912,034
Subtotal	89,220,951	125,009,965	69,912,034
Internal services	0	7,067,901	3,660,724
Total	89,220,951	132,077,866	73,572,758

FedNor became a standalone department effective August 12, 2021. Actual expenditures from April 1, 2021 to August 12, 2021 are reflected under the department of Innovation, Science and Economic Development Canada. The 2021–22 fiscal year cannot be used in a comparative analysis as only the expenditures incurred after August 12, 2021 are included in the table.

Furthermore, for the 2021–22 fiscal year, all of FedNor’s expenditures were categorized under one core responsibility as FedNor had not yet reviewed its costing allocation between its core responsibility of Economic Development in Northern Ontario and Internal Services.

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

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

The following table shows information on spending for each of FedNor’s core responsibilities and for its internal services for the upcoming three fiscal years.

Table 5 Budgetary planning summary for core responsibilities and internal services (dollars)

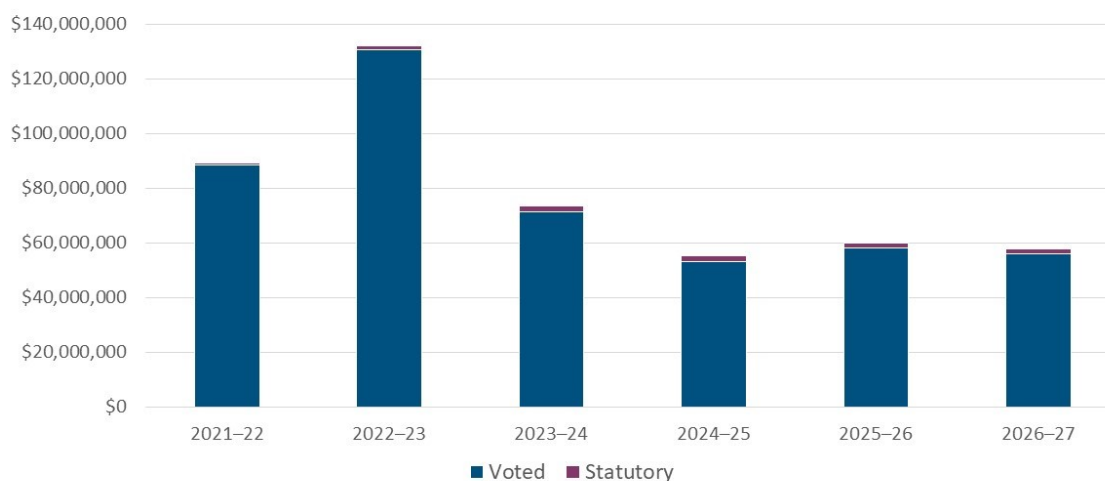
Core responsibilities and internal services	2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Economic Development in Northern Ontario	50,629,184	50,629,184	55,419,290	53,243,302
Subtotal	50,629,184	50,629,184	55,419,290	53,243,302
Internal services	4,512,390	4,512,390	4,581,144	4,591,036
Total	55,141,574	55,141,574	60,000,434	57,834,338

The increase in planned spending in 2025–26 and 2026–27 compared to 2024–25 is primarily attributed to the termination of an internal repayment agreement between FedNor and Innovation, Science and Economic Development Canada.

Funding

Departmental spending 2021–22 to 2026–27

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



Year	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Statutory	\$848,382	\$1,384,206	\$2,077,721	\$1,795,304	\$1,754,286	\$1,746,441
Voted	\$88,372,569	\$130,693,661	\$71,495,037	\$53,346,270	\$58,246,148	\$56,087,897
Total	\$89,220,951	\$132,077,866	\$73,572,758	\$55,141,574	\$60,000,434	\$57,834,338

FedNor became a standalone department effective August 12, 2021. Actual expenditures from April 1, 2021 to August 12, 2021 are reflected under the department of Innovation, Science and Economic Development Canada. The 2021–22 fiscal year cannot be used in a comparative analysis as only the expenditures incurred after August 12, 2021 are included in the graph.

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

Estimates by vote

Information on FedNor’s organizational appropriations is available in the [2024–25 Main Estimates](#).^{iv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FedNor’s operations for 2023–24 to 2024–25.

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

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

Table 6: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	68,305,469	55,681,331	(12,624,138)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	68,305,469	55,681,331	(12,624,138)

In 2024–25, total net spending is projected to be \$55.7 million, which represents a 18% decrease from the previous year. The decrease in forecast spending can be primarily attributed to the termination of temporary funding announced in Budget 2021, as well as the termination of a one-year top-up announced in Budget 2023.

Human resources

Actual human resources summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for FedNor’s core responsibilities and for its internal services for the previous three fiscal years.

Human resources for the current fiscal year are forecasted based on year to date.

Table 7: Actual human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2021–22 actual full-time equivalents	2022–23 actual full-time equivalents	2023–24 forecast full-time equivalents
Economic Development in Northern Ontario	73	51	62
Subtotal	73	51	62
Internal services	12	38	34
Total	85	89	96

The overall variance in full-time equivalents (FTE) is due to the fact that FedNor’s staffing activities continue to progress as FedNor establishes itself as a standalone department.

Furthermore, FedNor reviewed its costing allocation in 2022–23 which resulted in FTE’s being repositioned between its core responsibility of Economic Development in Northern Ontario and Internal Services.

Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of FedNor’s core responsibilities and for its internal services planned for 2024–25 and future years.

Table 8: Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
Economic Development in Northern Ontario	78	78	78
Subtotal	78	78	78
Internal services	41	41	41
Total	119	119	119

It is anticipated that FedNor will see its staffing activities bring the department to a full staff compliment starting in 2024-25.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Patty Hajdu, P.C., M.P.

Institutional head: Valerie Gideon

Ministerial portfolio: Federal Economic Development Agency for Northern Ontario

Enabling instrument(s):

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

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(s): <https://fednor.canada.ca>

Supplementary information tables

The following supplementary information tables are available on [FedNor's website](#):

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

Information on FedNor's departmental sustainable development strategy can be found on [FedNor's website](#).

Federal tax expenditures

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

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{vii} 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.

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 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

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

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. 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. 2024–25 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. Order in Council P.C. 2021-0840, <https://orders-in-council.canada.ca/attachment.php?attach=41207&lang=en>
- vi. Order in Council P.C. 2021-0841, <https://orders-in-council.canada.ca/attachment.php?attach=41151&lang=en>
- vii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>