



Federal Economic Development Agency for Southern Ontario 2025–26 Departmental Plan

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Federal Economic Development Agency for
Southern Ontario

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Federal Economic Development Agency for Southern Ontario's 2025–26 Departmental plan: At a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)

Key priorities

FedDev Ontario's top priorities for 2025–26 are as follows:

- Respond to U.S. tariffs impacting the southern Ontario economy through timely and targeted supports to affected small and medium-sized businesses.
- Make strategic investments that accelerate the growth of the southern Ontario economy and that advance areas of strength, such as AI, to build a strong economy that positions Canada to be competitive and productive.
- Promote and strengthen sustainable regional economic growth and resiliency across southern Ontario communities and diverse populations.
- Build Canada strong through initiatives that catalyze economic opportunities and prosperity for businesses.

Highlights

In 2025–26, total planned spending (including internal services) for FedDev Ontario is \$267,831,501 and total planned full-time equivalent staff (including internal services) is 259. For complete information on FedDev Ontario's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025–26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Core responsibility 1: Economic Development in Southern Ontario

Planned spending (excluding internal services): \$251,607,927

Planned human resources (excluding internal services): 167

Departmental results:

- Communities are economically diversified in southern Ontario
- Businesses in southern Ontario invest in the development and commercialization of innovative technologies
- Businesses in southern Ontario are innovative and growing

Southern Ontario is at the forefront of the trade dispute triggered by unjustified U.S. tariffs. Companies across the region's many trade exposed communities and sectors, particularly automotive and steel, remain under considerable threat, with one in five Ontario jobs linked to trade with the U.S. In 2025-26, FedDev Ontario will prioritize putting in place targeted and timely measures to help firms impacted by tariffs. These investments will help create strong and resilient supply chains ready to power future growth in the region. The Agency will also make strategic investments to drive future economic growth and enhance business competitiveness and productivity.

Advancing the southern Ontario innovation ecosystem through ongoing regional programming remains a focus for FedDev Ontario in 2025–26. FedDev Ontario will continue to invest directly in small and medium sized businesses and in not-for-profit organizations that provide small- and medium-sized enterprises with access to key resources, including expertise, networks and seed funding needed to grow and expand in southern Ontario, and create jobs for Canadians. This will include a focus on those strategic industries that are key to Ontario's growth potential and where a Canadian advance can be secured. Examples of planned investments include funding for projects through the Regional Artificial Intelligence Initiative (RAII), which will support businesses to adopt or integrate AI or AI-driven solutions to improve operational efficiency; the Regional Quantum Initiative that will advance the commercial application of novel quantum technologies, as well as the Regional Homebuilding Innovation Initiative (RHII), which will help advance new homebuilding methods and boost productivity.

To build Canada Strong, businesses from every community will need support. FedDev Ontario will continue to ensure that its programming reaches into communities across southern Ontario, including rural and small communities. In support of this objective, FedDev Ontario will continue to support the regional network of Community Futures Development Corporations through the Community Futures Program (CFP), official language minority communities (OLMCs) through the Economic Development Initiative (EDI) and businesses and organizations in the tourism sector through the continued delivery of the Tourism Growth Program (TGP).

More information about [Economic Development in Southern Ontario](#) can be found in the full plan.

Federal Economic Development Agency for Southern Ontario's 2025–26 Departmental Plan

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From the Minister



The Honourable Evan Solomon

Minister of Artificial Intelligence and Digital Innovation and Minister responsible for the Federal Economic Development Agency for Southern Ontario

I am pleased to present the 2025–26 Departmental Plan for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

As I table this Plan, Southern Ontario finds itself facing unjustified tariffs and trade disruptions. The impacts are being felt across a multitude of trade-reliant communities in every part of the region. The region’s automotive and steel producing sectors have been particularly hard hit, and supply chains across many other sectors from biopharma to agri-food also remain under threat. In response, FedDev Ontario will move swiftly and with laser-like focus in 2025-26 to prioritize investments that will protect impacted businesses and communities, strengthen their resilience, improve their ability to seize new market opportunities through Free Trade in Canada and export diversification, and ultimately support them to emerge from this crisis stronger and more competitive.

At the same time, Southern Ontario is home to a globally competitive innovation cluster with significant strengths in areas such as digital technology, life sciences, advanced manufacturing. Its innovators and entrepreneurs are very well placed to contribute to the big nation-building projects that the Government of Canada is pursuing at an unprecedented scale, from re-investing in our defence capabilities to significantly accelerating the supply of housing in this country.

FedDev Ontario will prioritize investments in 2025-26 that help southern Ontario businesses and communities connect to these opportunities, while also making investments in the high potential firms and in strategic sectors, such as AI and quantum computing, that will drive future growth. Through these investments, FedDev Ontario will continue to protect and sustain businesses so they can build and compete in the economy of the future.

Building Canada stronger also requires the full participation of businesses from diverse populations. FedDev Ontario will undertake targeted measures in 2025-26 to support Black entrepreneurs and businesses from official language minority communities, enable the growth of small businesses in rural communities, and expand efforts to grow the economic prosperity of Indigenous communities.

Furthermore, FedDev Ontario will play a crucial role in fortifying the province's economic foundation during this crisis, and in emerging strong from it. By providing targeted support and resources, FedDev Ontario will help businesses and communities adapt to new challenges, innovate in the face of adversity, and build a more robust economic landscape for the future. This concerted effort will ensure that Southern Ontario not only withstands the current disruptions but also thrives in the long term.

As we forge ahead in 2025–26, FedDev Ontario remains unwavering in its mission to bolster the growth and prosperity of southern Ontario. We are committed to ensuring that our efforts yield widespread benefits, enhancing the quality of life for all Canadians. Explore this Plan to discover our dynamic priorities and ambitious objectives for the year ahead.

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Economic development in southern Ontario](#)
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Core responsibility 1: Economic development in southern Ontario

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Description

FedDev Ontario’s mission is to build a strong and resilient southern Ontario economy that is resilient in times of crisis and catalyzes innovation, growth and economic development.

Quality of life impacts

FedDev Ontario primarily contributes to “Income and growth” and “Employment and job quality” under the “Prosperity” domain of the Quality of Life Framework for Canada.

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025–26 for Economic development in southern Ontario. Details are presented by departmental result.

Table 1: Indicators, results and targets for departmental result: “Businesses in southern Ontario are innovative and growing”

Table 1 provides a summary of the target and actual results for each indicator associated with the results under “Economic development in southern Ontario”

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of high-growth firms in southern Ontario	2021–22: 4,160 2022–23: 3,570 2023–24: 4,600	At least 4,700	March 31, 2026
Value of exports of goods (in dollars) from southern Ontario	2021–22: \$183.7B 2022–23: \$211.3B 2023–24: \$251.4B ¹	At least \$180B	March 31, 2026
Value of exports of clean technologies (in dollars) from southern Ontario	2021–22: \$7.2B 2022–23: \$9.2B 2023–24: \$10.4B ²	At least \$9B	March 31, 2026
Revenue growth rate of firms supported by FedDev Ontario programs	2021–22: -2.88% 2022–23: 13.76% 2023–24: 16.54%	At least 1.9% ³	March 31, 2026

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

Table 2 provides a summary of the target and actual results for each indicator associated with the results under “Economic development in southern Ontario”

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Value of business expenditure on research and development by firms receiving FedDev Ontario program funding (in dollars)	2021–22: \$96.8M 2022–23: \$167.7M 2023–24: \$182.8M	At least \$100M	March 31, 2026
Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	2021–22: 14% 2022–23: 14% 2023–24: 16.9%	At least 15%	March 31, 2026

¹ Southern Ontario export figures are not yet available from Statistics Canada for 2023 and therefore Ontario data is reported. Over the past five years, on average, southern Ontario has accounted for over 95 percent of Ontario's total exports.

² Preliminary data from Statistics Canada on clean technologies exported by firms from all sectors. Southern Ontario figures are not available from Statistics Canada for 2023 and therefore Ontario data is reported.

³ This target is based on the current Ontario provincial budget growth estimates.

Table 3: Communities are economically diversified in southern Ontario

Table 3 provides a summary of the target and actual results for each indicator associated with the results under “Economic development in southern Ontario”

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of small- and medium-sized enterprises (SMEs) that are majority-owned by women	2021–22: 18.7% 2022–23: 18.7% 2023–24: 18.9%	At least 18% of SMEs are majority-owned by women	March 31, 2026
Percentage of SMEs that are majority-owned by Indigenous peoples	2021–22: 0.6% 2022–23: 0.6% 2023–24: 0.6%	At least 0.6% of SMEs are majority-owned by Indigenous Peoples	March 31, 2026
Percentage of SMEs that are majority-owned by youth ⁴	2021–22: 14.4% 2022–23: 14.4% 2023–24: 14.4%	At least 14% of SMEs are majority-owned by youth	March 31, 2026
Percentage of SMEs that are majority-owned by visible minorities ⁵	2021–22: 13.4% 2022–23: 13.4% 2023–24: 14%	At least 14% of SMEs are majority-owned by visible minorities	March 31, 2026
Percentage of SMEs that are majority-owned by persons with disabilities	2021–22: 0.4% 2022–23: 0.4% 2023–24: 0.3%	At least 0.3% of SMEs are majority-owned by persons with disabilities	March 31, 2026
Percentage of professional, science and technology-related jobs in southern Ontario’s economy	2021–22: 39.1% 2022–23: 37.5% 2023–24: 37.6%	At least 37%	March 31, 2026
Amount leveraged per dollar invested by FedDev Ontario in community projects	2021–22: \$3.49 2022–23: \$2.14 2023–24: \$2.12	At least \$1.50	March 31, 2026

Additional information on the [detailed results and performance information](#) for FedDev Ontario’s program inventory is available on GC InfoBase.

⁴ Youth are defined by Statistics Canada as 15 to 40 years of age for this analysis.

⁵ The term “visible minorities” is used here because it is the official demographic category defined by the *Employment Equity Act* and used by Statistics Canada in surveys.

Plans to achieve results

In 2025–26, FedDev Ontario will respond to U.S. tariffs impacting the southern Ontario economy and continue to build upon the key achievements and strategic relationships it has developed over the past 15 years, with the goal of productive and competitive economic development outcomes in southern Ontario.

Departmental Result: Businesses in southern Ontario are innovative and growing

Continuing to invest in business growth in southern Ontario will remain a critical priority for FedDev Ontario in 2025–26. The Agency will make investments that enhance the competitiveness of regional businesses, help firms increase productivity through new technologies and processes, and create sustainable jobs while supporting regional companies to benefit from increased internal trade and participate in nation-building projects, such as building up defence capabilities and the significant acceleration of housing supply. At the same time, FedDev Ontario will make investments through its ongoing regional programming, to support businesses to help them scale up and grow their operations as well as enhance their productivity. This will include targeted investments in high potential firms and strategic sectors, such as artificial intelligence, quantum computing and advanced manufacturing; investments that aim to grow the highest potential sectors of the economy that will catalyze the region's future growth potential.

In response to U.S. tariffs, FedDev Ontario will defend the Canadian and southern Ontario economy by supporting businesses and communities with additional funding that will be allocated to Regional Development Agencies. These investments will help firms to increase their competitiveness, diversify their sales both within Canada and into new global export markets, and result in more resilient supply chains.

In addition to its direct program delivery role, FedDev Ontario will continue to engage with stakeholders to find solutions, identify opportunities and pathways and advocate on behalf of the region and its potential to support long-term investment and growth. FedDev Ontario will continue to provide support and advisory services to businesses and organizations to help them find programming that best fits their needs. The Agency will maintain its collaboration with other federal departments and agencies, provincial partners and crown corporations through its role as a pathfinder, convenor and champion of the region.

Through its Small Business Services team, the Agency will provide information and support for new entrepreneurs and small businesses, including through the FedDev Ontario contact centre and website. The Agency will also continue to share information through its ongoing engagement activities and outreach with a diverse range of stakeholders, and businesses in the southern Ontario economy.

FedDev Ontario will continue to help regional organizations access defence-related procurement opportunities as Canada's new Government delivers on its commitment to significantly increase defence spending and re-arm the Canadian Armed Forces. Specifically, FedDev Ontario will help southern Ontario companies, universities, colleges and organizations understand how to do business in Canada's defence sector, promoting their industrial and innovative capabilities to contractors bidding on large Canadian defence procurements.

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

Southern Ontario is home to a globally competitive innovation cluster with significant strengths in areas such as digital technology, life sciences, artificial intelligence and advanced manufacturing. The region has an impressive legacy of bringing made-in-Ontario innovations to the global market place, and efforts need to be strengthened to keep these innovative companies and the good paying jobs they sustain anchored in Canada as they grow.

Advancing the southern Ontario innovation ecosystem through ongoing regional programming remains a focus for FedDev Ontario in 2025–26. The Agency invests in not-for-profit stakeholders, such as post-secondary institutions, business accelerators and other business support organizations, that have a shared interest in catalyzing the growth of businesses in strategic sectors and strengthening southern Ontario’s competitiveness and capacity.

FedDev Ontario will continue to invest in not-for-profit organizations that provide small- and medium-sized enterprises with access to key resources, including expertise, networks and seed funding needed to grow and expand in southern Ontario, and create jobs for Canadians. The growth of existing and emerging strategic industries are examples of key outcomes the Agency will look to support, including established, high-potential sectors.

The Agency will focus on strategic priority areas aimed at enhancing regional economic strength and addressing challenges impacting the regional economy. Through the Regional Artificial Intelligence Initiative (RAII), the Agency will provide targeted funding to businesses and to not-for-profit organizations to advance the productization and commercialization of AI solutions and technologies from the lab to the marketplace, and support businesses to adopt or integrate AI or AI-driven solutions to improve operational efficiency, create productivity gains and strengthen competitiveness. In addition, through the Agency’s delivery of the Regional Homebuilding Innovation Initiative (RHII), supported projects will help advance new homebuilding methods and boost productivity.

The Agency will continue to collaborate with regional stakeholders to leverage their combined expertise and wide-ranging networks to support and promote economic growth and advance and diversify the region’s economy and coordinate with strategic delivery partners in the region and beyond to build capacity and advance regional interests.

Departmental Result: Communities are economically diversified in southern Ontario

Small and medium sized enterprises are an essential part of the fabric of communities large and small across southern Ontario. Many communities in the region are highly dependent on trade with the United States and the current trade war has shone a spotlight on the need for communities to further diversify their economies and increase their economic resiliency. Through its ongoing regional programming and its role on the ground connecting with individual communities, FedDev Ontario will undertake swift and purposeful measures in 2025-26 to support diversification within communities. In addition to investments directly responding to the tariff threat, FedDev Ontario will also make investments to ensure that entrepreneurs in rural communities have access to financing and advisory supports to grow their businesses, through the Community Futures Program and partnerships with 36 Community Futures Development Corporations across the region. FedDev Ontario will also continue its

delivery of the Tourism Growth Program, which recognizes the significant economic contribution made by the growth of tourism businesses in their local communities.

FedDev Ontario will also prioritize investments to support business owners and leaders from diverse communities. This includes investments under the Black Entrepreneurship Program to support Black-led businesses to grow and expand, as well as investments that aim to protect the vitality of the region's official language minority communities (OLMCs), through the provision of business development supports to businesses led or owned by a member of an OLMC. In addition, the Agency will continue its efforts to work in partnership with Indigenous communities to advance their economic interests and contribute to the prosperity of Indigenous communities.

Key risks

The imposition of tariffs on Canada by the U.S. has had a significant impact on the Ontario economy and trade. Multiple sectors across the Ontario economy, most notably automotive manufacturing and steel production, could continue to be negatively impacted should existing tariffs remain in place. The overall health of the economy may deteriorate further if new tariffs or other protectionist measures are put in place by the U.S. administration. Since manufacturing exports are critical to Ontario's economic outlook, and 1 in 5 jobs in Ontario are tied to trade with the U.S., any events with trade impact potential pose a risk to the regional businesses that participate in global supply chains and are recipients of FedDev Ontario programming.

In addition, Canada, including southern Ontario, is facing an affordability challenge that is contributing to slow consumer spending and business investment, which have macroeconomic risks. Despite slowing inflation, high prices for necessities leave less room for discretionary consumer spending. In addition, the cost of capital remains high, which may impede firms' willingness or capacity to invest in leading-edge technologies or equipment, including through access to the Agency's project-based programming. The easing of interest rates should help mitigate macroeconomic risks in 2025, balanced against an uncertain global trade environment, and the destabilizing impact ongoing conflicts can have on supply chains and commodity prices.

To mitigate risks, the Agency will deliver targeted and timely support to businesses and communities impacted by tariffs, and continue to diversify its investments in key focus areas. Opportunities to invest in sectors with high-growth potential, such as artificial intelligence and other innovative technologies, can help position southern Ontario as a global competitor in those areas. Encouraging businesses to increase internal trade, diversify export markets and/or increase their competitiveness can help to mitigate these risks.

Throughout the year, FedDev Ontario will continue to engage with stakeholders and monitor the regional economic landscape to inform its investment decisions. The Agency will continue to conduct rigorous due diligence of the projects it supports across their lifecycle. This work will help support programming and investment decisions to ensure the Agency is addressing the needs of the region.

Planned resources to achieve results

Table 4: Planned resources to achieve results for Economic Development in Southern Ontario

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results. Full-time equivalents are inclusive of employees of all tenures (i.e. indeterminate, term, student, casual, etc.)

Resource	Planned
Planned Spending	\$251,607,927
Planned Full-time equivalents	167

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

Related government priorities

Gender-based analysis plus

To create conditions for inclusive regional economic development, and delivering public policies and programs informed and developed through an intersectional lens, FedDev Ontario will maintain [Gender-based Analysis Plus](#) (GBA Plus) practices to invest in projects that advance the economic participation of underrepresented groups.

Additionally, FedDev Ontario will continue to require eligible recipients to sign contribution agreements that incorporate diversity, equity and inclusion considerations. The Agency will maintain the presence of government-wide initiatives in its internal policies, programs and tools, including GBA Plus, the 50-30 Challenge.

In 2025–26, FedDev Ontario will continue to collect inclusivity data through a voluntary self-identification section that is included in program application forms, enabling applicants to identify as part of an underrepresented group. This self-identification helps to highlight existing gaps regarding program reach and supports the Agency in identifying projects led, or majority-led, by underrepresented groups.

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

FedDev Ontario helps Canada meet its commitment to the United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs) through the advancement of the Federal Implementation Plan and Federal Sustainable Development Strategy. On October 27, 2023, FedDev Ontario published its first stand-alone Departmental Sustainable Development Strategy (DSDS) for the years 2023 to 2027. While FedDev Ontario supports directly four SDGs, FedDev Ontario's mandate, programs and initiatives directly advance progress on SDG 8 (Decent work and economic growth) by helping workers, businesses and communities in their transition to a greener and more inclusive economy. This includes a \$35-million minimum annual target, by fiscal year 2025–26, to invest in projects that promote or support clean growth outcomes (e.g., emissions and waste reductions, clean technology adoption and commercialization, zero-emissions vehicle, supply chain development and more).

More information on FedDev Ontario's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the Agency's [DSDS](#).

Program inventory

Economic development in southern Ontario is supported by the following programs:

- Business Scale Up and Productivity
- Regional Innovation Ecosystem
- Community Economic Development and Diversification

Additional information related to the program inventory for Economic development in southern Ontario is available on the [Results page on GC InfoBase](#).

Internal services

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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

In 2025–26, FedDev Ontario will continue to work toward excellence in all areas of internal services through ongoing collaboration, innovation, modernization and engagement. FedDev Ontario is committed to advancing the dialogue on values and ethics within the organization and the federal public service by serving Canadians through respect for democracy, respect for people, responsible stewardship, integrity and the pursuit of excellence. Through initiatives that encourage respect, diversity, inclusivity and accessibility, FedDev Ontario will expand on past efforts to promote a safe, healthy and rewarding work environment and support mental health and wellness. The Agency is committed to maintaining an accessible and barrier-free workplace by implementing action items outlined in its [Accessibility Plan](#) and promoting internal digital accessibility tools. Additionally, FedDev Ontario will continue to engage employees in shaping a workplace of choice and take steps to ensure everyone has a safe and healthy place to work through education and prevention efforts undertaken by the Agency's Occupational Health and Safety committee.

FedDev Ontario will take steps to inform clients and stakeholders about accessing programs and funding streams. The Agency will achieve this through clear and accessible communications, events, social media outreach, and promotion of its impact and reach in southern Ontario. Additionally, FedDev Ontario will equip stakeholders and clients with communications tools to promote the Agency's support and services within their networks.

To maintain its commitment to excellence as an organization, FedDev Ontario’s human resources management will remain an integral part of the Agency’s operations. Targeted and collaborative employee recruitment and retention strategies will maintain business continuity and contribute to a diverse and inclusive workforce in 2025–26.

Fiscal responsibility remains a high priority for FedDev Ontario. Clear budget allocations, financial training for cost centre managers and strong reporting processes will continue to assist in financial management throughout 2025–26. FedDev Ontario will continue to work closely with central agencies on long-term accommodations planning to maximize efficiencies in all office locations and on government contracting with an aim that Agency procurement activities are held to the highest degree of integrity and accountability.

From an IT perspective, FedDev Ontario will work towards developing a comprehensive strategy for the use of generative AI to enhance efficiency and innovation across various operations. Additionally, the agency will implement a robust Data Management Strategy to ensure responsible data handling and improved decision-making processes and strengthen cybersecurity practices, safeguarding critical information and infrastructure.

The Agency will continue to lead the work of the Ontario Federal Council (OFC), an interdepartmental leadership network chaired by the President of FedDev Ontario. The OFC will maintain focus on coordinating government-wide issues across its federal, provincial and municipal networks in the Ontario Region, outside of the National Capital Region. The OFC Secretariat plans to advance important government initiatives of public service renewal, values and ethics, and advance diversity and inclusion throughout 2025–2026. The OFC will continue to lead discussions on the priorities of empowering a workplace of choice, strengthening a strategic and integrated workforce, and modernizing and transforming how we support Canadians in the work we do.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results. Full-time equivalents are inclusive of employees of all tenures (i.e. indeterminate, term, student, casual, etc.)

Resource	Planned
Planned Spending	\$16,223,574
Planned Full-time equivalents	92

[Complete financial](#) and [human resources information](#) for the FedDev Ontario’s program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

FedDev Ontario directs procurement opportunities to Indigenous vendors and will continue to do so in 2025–26. FedDev Ontario works with each client to assess the feasibility of directing the proposed contract to an Indigenous vendor. In addition, all acquisition cardholders in the Agency have a list of Indigenous suppliers that can fulfill needs for office supplies and other small purchases.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023–24 Actual Result	2024–25 Forecasted Result	2025–26 Planned Result
Total percentage of contracts with Indigenous businesses	11%	5%	5%

Planned spending and human resources

This section provides an overview of FedDev Ontario’s planned spending and human resources for the next three fiscal years and compares planned spending for 2025–26 with actual spending from previous years.

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Spending

This section presents an overview of the department's planned expenditures from 2022–23 to 2027–28.

Budgetary performance summary

Table 7: Three-year spending summary for core responsibilities and internal services (dollars)

Table 7 presents how much FedDev Ontario spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022–2023 Actual Expenditures	2023–24 Actual Expenditures	2024–2025 Forecast Spending
Economic Development for Southern Ontario	581,904,033	444,236,507	240,237,589
Subtotal (s)	581,904,033	444,236,507	240,237,589
Internal services	17,282,663	17,795,973	16,808,114
Total(s)	599,186,696	462,032,480	257,045,703

Analysis of the past three years of spending

FedDev Ontario’s actual expenditures declined by \$342 million from 2022–23 to 2024–25 which reflects the sunseting of a suite of national initiatives announced in Budget 2021 to support pandemic relief and recovery. This funding ended in 2024–25 and FedDev Ontario is returning to funding levels closer in alignment with its historical mandate.

More financial information from previous years is available on the Finances section of [GC Infobase](#).

Table 8: Planned three-year spending on core responsibilities and internal services (dollars)

Table 8 presents how much money FedDev Ontario plans to spend over the next three years to carry out its responsibilities and for internal services.

Core responsibilities and Internal services	2025–26 Planned Spending	2026–27 Planned Spending	2027–28 Planned Spending
Economic Development for Southern Ontario	251,607,927	213,955,778	213,954,389
Subtotal	251,607,927	213,955,778	213,954,389

Core responsibilities and Internal services	2025–26 Planned Spending	2026–27 Planned Spending	2027–28 Planned Spending
Internal services	16,223,574	14,904,072	14,904,887
Total	267,831,501	228,859,850	228,859,276

Analysis of the next three years of spending

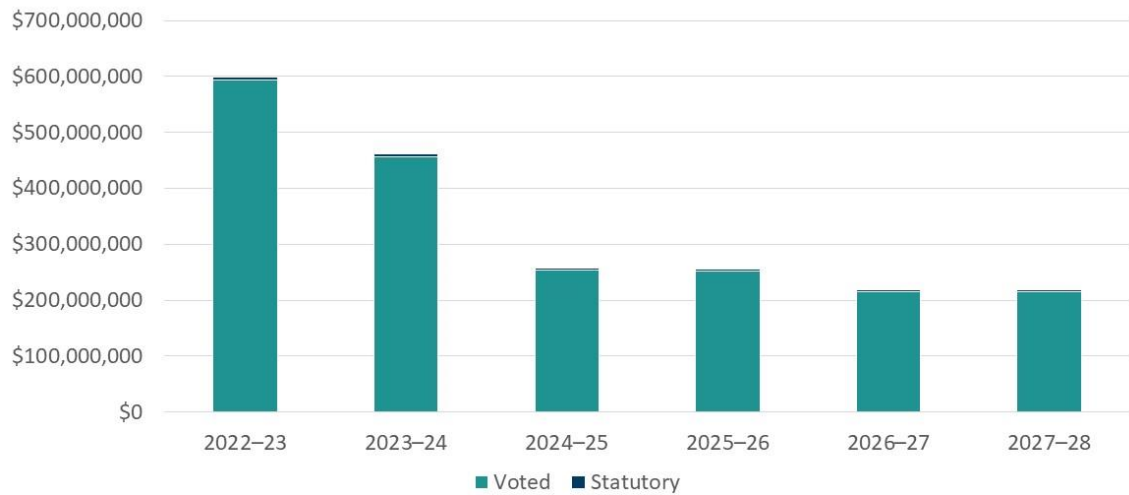
FedDev Ontario’s planned spending over the next three years reflects the sunsetting of temporary funding for the Regional Economic Growth Through Innovation Program and the Tourism Growth Program. In 2026–27 most temporary programs will be closed and the Agency will be operating closer to its core historical funding levels.

More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period



Year	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Statutory	\$4,955,184	\$5,094,308	\$3,997,634	\$4,325,305	\$4,063,358	\$4,063,664
Voted	\$594,231,512	\$456,938,172	\$253,048,069	\$263,506,196	\$224,796,492	\$224,795,612
Total	\$599,186,696	\$462,032,480	\$257,045,703	\$267,831,501	\$228,859,850	\$228,859,276

Text description of graph 1: Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.

Fiscal year	Total	Voted	Statutory
2022-23	599,186,696	594,231,512	4,955,184
2023-24	462,032,480	456,938,172	5,094,308
2024-25	257,045,703	253,048,069	3,997,634
2025-26	267,831,501	263,506,196	4,325,305
2026-27	228,859,850	224,796,492	4,063,358
2027-28	228,859,276	224,795,612	4,063,664

Analysis of statutory and voted funding over a six-year period

FedDev Ontario's six-year spending trend reflects the increased authorities provided in 2021-22 through 2023-24 to support Budget 2021 initiatives for pandemic relief and recovery. In 2024-25, the Agency began the transition back toward historical funding levels.

For further information on FedDev Ontario's departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FedDev Ontario's operations for 2024–25 to 2025–26.

Table 9: Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)

Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024–25 to 2025–26. 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.

Financial information	2024–25 Forecast results	2025–26 Planned results	Difference (Planned results minus forecasted)
Total expenses	165,325,398	147,821,397	- 17,504,001
Total revenues	0	0	0
Net cost of operations before government funding and transfers	165,325,398	147,821,397	- 17,504,001

Analysis of forecasted and planned results

The \$17.5 million variance in total expenses between 2024–25 and 2025–26 is primarily driven by an increase in forecasted repayable contributions which do not record as expenses.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025–26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on FedDev Ontario's website.

Human resources

This section presents an overview of the department's actual and planned human resources from 2022–23 to 2027–28.

Table 10: Actual human resources for core responsibilities and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for FedDev Ontario'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. Full-time equivalents are inclusive of employees of all tenures (i.e. indeterminate, term, student, casual, etc.)

Core responsibilities and internal services	2022–23 Actual full-time equivalents	2023–24 Actual full-time equivalents	2024–25 Forecasted full-time equivalents
Economic Development for Southern Ontario	238	217	187
Subtotal	238	217	187

Core responsibilities and internal services	2022–23 Actual full-time equivalents	2023–24 Actual full-time equivalents	2024–25 Forecasted full-time equivalents
Internal services	122	112	104
Total	360	329	291

Analysis of human resources over the last three years

FedDev Ontario FTEs show a notable decline from 2022–23 to 2024–25 which aligns with the temporary operating authorities provided to enable the delivery of national Budget 2021 G&C initiatives that sunset in 2023–24.

Table 11: Human resources planning summary for core responsibilities and internal services

Table 11 shows information on human resources, in full-time equivalents, for each of FedDev Ontario’s core responsibilities and for its internal services planned for the next three years. Full-time equivalents are inclusive of employees of all tenures (i.e. indeterminate, term, student, casual, etc.)

Core responsibilities and internal services	2025–26 Planned full-time equivalents	2026–27 Planned full-time equivalents	2027–28 Planned full-time equivalents
Economic Development for Southern Ontario	167	153	153
Subtotal	167	153	153
Internal services	92	85	84
Total	259	238	237

Analysis of human resources for the next three years

FedDev Ontario FTEs reflects temporary operating authorities provided to support G&C programming for Regional Economic Growth through Innovation and the Tourism Growth Program. By 2026–27, FedDev Ontario will return to near historical authorities levels and FTE projections in alignment with the authorities available.

Corporate information

Departmental profile

Appropriate minister(s): Evan Solomon

Institutional head: Nancy Gardiner

Ministerial portfolio: Artificial Intelligence and Digital Innovation; Federal Economic Development Agency for Southern Ontario

Enabling instrument(s):

[Order in Council P.C. 2009-1410](#) dated August 13, 2009, amending Schedule I.1 of the

Financial Administration Act to include the Federal Economic Development Agency for Southern Ontario as a department.

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

Year of incorporation / commencement: 2009

Departmental contact information

Mailing address:

Federal Economic Development Agency for Southern Ontario
101-139 Northfield Drive West
Waterloo, Ontario N2L 5A6
Canada

Telephone: 1-866-593-5505

TTY: Call 7-1-1 and ask the operator to connect the call to 1-866-593-5505.

Fax: 1-519-725-4976

Email: info@feddevontario.gc.ca

Website(s): <http://www.feddevontario.gc.ca>

Supplementary information tables

The following supplementary information tables are available on FedDev Ontario's website:

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)

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

Federal tax expenditures

FedDev Ontario's Departmental Plan does not include information on 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](#).

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.

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, departments 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 three-year period. Departmental plans are usually tabled in Parliament each spring.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside the 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 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])

Is 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 (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to FedDev Ontario's work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025–26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department 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 department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.