



PERFORMANCE REPORT

OVERVIEW

for the period ending March 31, 2009

The *Departmental Performance Report for the period ending March 31, 2009* (DPR) gives an account of the results achieved by the Economic Development Agency of Canada for the Regions of Quebec against the performance commitments set out in the *Report on Plans and Priorities 2008-2009* (RPP).

The DPR reports on costs and results achieved as they relate to the Agency's priorities and the three strategic outcomes sought during this period, namely:

- *Dynamic and revitalized communities that have a better socio-economic outlook and are developing their economic activity base*
- *Presence of conditions conducive to sustainable growth and the competitive positioning of small- and medium-sized enterprises (SMEs) and regions*
- *Policies, programs and cooperative actions that strengthen the economy of Quebec regions.*



In its *Report on Plans and Priorities 2008-2009*, the Agency established four priorities.

Program priorities

- Continue the economic diversification of regions and communities posting slow economic growth
- Strengthen the performance of innovative, competitive SMEs in key sectors.

Management priorities

- Implement the Departmental Action Plan with regard to the report of the Independent Blue Ribbon Panel on effective program delivery
- Continue improving management of expenditures, results and risk.





The Agency in ACTION

The object of the Agency is to promote the long-term economic development of the regions of Quebec by giving special attention to those where slow economic growth is prevalent or opportunities for productive employment are inadequate. In carrying out this mission, the Agency shall take such measures as will promote cooperation and complementarity with Quebec and the communities of Quebec.

The Agency's VISION

In the long term, Quebec's regions and communities will have increased their development capabilities, dynamism and prosperity in a lasting and significant manner for the benefit of their citizens.

With a view to promoting the development and economic diversification of the regions of Quebec and to achieve the strategic outcomes it has set itself, the Agency has at its disposal several program instruments, among other things.

In support of its **core mandate**, the regular programs are:

- Community Diversification
- Business and Regional Growth
- Regional Development Research
- Community Futures Program.

In support of its **special mandates**, the programs mandated by the Government of Canada are:

- Infrastructure Canada Program – Canada-Quebec Agreement 2000
- Canadian Apparel and Textile Industries Program (CATIP) – CANTex component.

The Agency's aim is to increase the vitality of communities and strengthen the competitiveness of SMEs and regions while giving due consideration to the realities of Quebec's regions. Through its programs and presence in the regions, the Agency provides financial assistance, guidance and consulting services, analyses, forward-looking studies, referrals and information. It covers the entire province with its 14 business offices and delivers support to communities, SMEs and non-profit organizations.

For 2008-2009, the Agency had the following financial and human resources at its disposal

Financial resources (in thousands of dollars)			Human resources (full-time equivalents)		
Planned spending	Total authorities	Actual expenditures	Planned resources	Actual resources	Variation
292,655	302,443	299,247	411	401	-10

The Agency's PERFORMANCE with respect to its PRIORITIES

PROGRAM PRIORITIES

Priority #1: *Continue the economic diversification of regions and communities posting slow economic growth*

Agency investment target

- 50-55% of the Agency's approved investment in the regions and communities targeted in 2008-2009 was allocated to the pursuit of economic diversification.

Performance surpassed expectations

- 65% of the Agency's approved investment in the targeted regions and communities was allocated to the pursuit of economic diversification.

Priority #2: *Strengthen the performance of innovative, competitive SMEs in key sectors*

Agency investment target

- 30-35% of the Agency's total approved investment in 2008-2009 was allocated to the reinforcement of performance.

Performance met all expectations

- 32% of the Agency's total approved investment was allocated to the reinforcement of performance.

MANAGEMENT PRIORITIES

Priority #3

Objective

Implement the Departmental Action Plan with regard to the report of the Independent Blue Ribbon Panel on effective program delivery

Achievements met all expectations

- The Web site provides better access to the programs and services offered by the Agency.
- The revised project approval process reduced processing times in line with targeted goals for 90% of projects approved.
- The design of an enhanced claims process alleviates the administrative burden on promoters.
- The integration of existing tools and development of new tools support advisors' work for effective management of program delivery.
- The risk management procedure for projects in development is enhanced.

Priority #4

Objective

Continue improving management of expenditures, results and risk

Achievements surpassed expectations

- The direct deposit and automatic withdrawal system is implemented.
- A pilot project is in progress to test a system that records all non-financial activities carried out.
- A process for collecting contribution repayments is optimized.
- In support of better results-based management, standardized instructions and a system are updated for follow-up on performance data for grant and contribution projects.
- The data warehouse is developed.
- The management dashboard is developed.
- The corporate risk management process is brought up to date (updated corporate risk profile and mitigation strategies).



The Agency's PERFORMANCE with respect to its strategic outcomes

1,165 projects carried out by organizations and enterprises with Agency support were in progress in 2008-2009.

Strategic outcome #1: Dynamic and revitalized communities that have a better socio-economic outlook and are developing their economic activity base

Performance indicator	Five-year target (from 2007-2008 to 2011-2012)	Performance 2008-2009
Measurement of communities' diversification	Communities' vitality is maintained or increased.	<p>The Agency contributed to maintaining communities' vitality, primarily in the seven devitalized regions and 21 most devitalized regional county municipalities (RCMs)</p> <ul style="list-style-type: none"> ■ by implementing 134 development and diversification projects ■ by strengthening the regional tourism offering generating \$61.3 million in investment ■ by supporting the creation, development and maintenance of 2,811 SMEs.
Leverage effect: \$1 from the Agency = \$2.64 in investment by the promoter and other funding sources		

Strategic outcome #2: Presence of conditions conducive to sustainable growth and the competitive positioning of SMEs and regions

Performance indicator	Five-year target (from 2007-2008 to 2011-2012)	Performance 2008-2009
Measurement of SMEs' and regions' competitiveness	The competitiveness of SMEs assisted and the regions is maintained or increased.	<p>The Agency contributed to SMEs' and regions' competitiveness</p> <ul style="list-style-type: none"> ■ 120 SMEs assisted augmented their sales ■ 248 new exporting SMEs were supported ■ 216 SMEs improved productivity ■ 153 innovative enterprises were created or expanded.
Leverage effect: \$1 from the Agency = \$2.71 in investment by the promoter and other funding sources		

Strategic outcome #3: Policies, programs and cooperative actions that strengthen the economy of Quebec regions

Performance indicator	Five-year target (from 2007-2008 to 2011-2012)	Performance 2008-2009
Measurement of the Agency's ability to cater to the needs of Quebec regions, communities and SMEs	Alignment of Agency policies, programs and initiatives with Quebec regions' needs and Government of Canada priorities.	<p>The Agency developed its ability to cater to the needs of regions, communities and SMEs</p> <ul style="list-style-type: none"> ■ through the completion of five studies ■ through development and implementation of four initiatives ■ by taking into account the needs of the 14 regions as garnered from a ministerial tour ■ through participation in two trade missions to support SMEs in entering into contracts with major manufacturers.