

Federal Economic Development Agency for Southern Ontario

2016–17

Departmental Results Report

The Honourable Navdeep Bains, P.C., M.P.
Minister of Innovation, Science and Economic
Development

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Minister's message

I am pleased to report progress made on making Canada a world-leading centre for innovation and science, helping create good, well-paying jobs, and strengthening and growing the middle class.

The work of the Innovation, Science and Economic Development Portfolio includes promoting innovation and science; supporting the commercialization of more research and ideas; providing more Canadians with the skills to participate in a global and digital economy; helping small businesses grow through innovation, access to capital and trade; promoting increased tourism in Canada; and supporting scientific research and the integration of scientific considerations in our investment and policy choices.

This year, the Portfolio organizations continued their work to deliver on the Government's Budget 2017 commitment to develop an Innovation and Skills Plan. The plan's focus on people and addressing the changing nature of the economy is a focus for the Portfolio's programs.

The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) is investing in southern Ontario to support the creation of high quality jobs and the development of key clusters in the region, including information and communications technology, digital and life sciences, clean tech/biochemical, advanced manufacturing, and automotive. Communities are benefitting from FedDev Ontario's strategic investments that build on regional competitive advantages, and from infrastructure investments across Ontario provided by the Agency in collaboration with its partners, including Infrastructure Canada and the Ontario Ministry of Agriculture, Food and Rural Affairs.

It is my pleasure to present the 2016–17 Departmental Results Report for the Federal Economic Development Agency for Southern Ontario.



The Honourable Navdeep Bains
Minister of Innovation, Science and
Economic Development

Results at a glance

2016–17 Actual Spending	2016–17 Actual Full-Time Equivalents (FTEs)
\$222,135,836	226

- In 2016–17, the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) delivered 11 programs and initiatives, investing \$193.8 million in initiatives to support innovation, growth and economic diversification in southern Ontario. Corresponding directly to the government’s priorities outlined in the Innovation and Skills plan, some of these investments include:
 - \$5.6 million in Indigenous projects;
 - \$31.1 million in clean technology projects; and
 - \$77.2 million in advanced manufacturing.
- FedDev Ontario organized and supported 118 events, including 95 funding announcements with over \$170 million going to direct recipients.
- Through Canada Business Ontario (CBO), FedDev Ontario provided entrepreneurs with information to start, manage or grow small- to medium sized businesses. In 2016–17, CBO’s contact centre responded to 24,300 enquiries from the public and had 3,535 direct interactions with entrepreneurs through its outreach activities.
- The Agency leveraged economic benefits for southern Ontario firms from Canadian defence procurements. In 2016–17, FedDev Ontario held 147 meetings with regional firms and 50 meetings with major defence contractors, and organized 3 industry events to promote defence procurement opportunities for southern Ontario businesses.

For more information on the department’s plans, priorities and results achieved, see the [“Results: what we achieved”](#) section of this report.

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

Raison d'être

The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) was established in 2009 to support economic growth in southern Ontario through the delivery of federal programs and services.

In 2013, FedDev Ontario's mandate was renewed for a second five-year term, from 2014–15 to 2018–19. Budget 2013 provided the Agency with \$920 million in core funding for this five-year period, with a renewed commitment to strengthen the region's capacity for innovation, entrepreneurship and collaboration; and to promote the development of a strong and diversified southern Ontario economy.

Mandate and role

As one of the federal departments and agencies within the Innovation, Science and Economic Development (ISED) portfolio, FedDev Ontario supports a number of the Government of Canada's priorities, including supporting the delivery of Canada's Innovation and Skills Plan; making strategic investments that build on competitive regional advantages; helping Canadian businesses grow, innovate and export in order to create good-quality jobs and wealth for Canadians; and working with stakeholders to leverage southern Ontario 's growing economic ecosystems so that innovation and entrepreneurship can thrive.

To achieve its mandate, FedDev Ontario delivers three core transfer payment programs designed to address specific opportunities and challenges facing the region: the Southern Ontario Prosperity Initiatives (SOPI), the Advanced Manufacturing Fund (AMF), and the Eastern Ontario Development Program (EODP). FedDev Ontario, like other regional development agencies (RDAs), also plays an important role as a federal delivery agent for national programs in southern Ontario—specifically the Community Futures Program (CFP), the Economic Development Initiative (EDI) and the Canada 150 Community Infrastructure Program (CIP 150).

FedDev Ontario also delivers services at the regional level to firms and other stakeholders. For example, the Agency works with southern Ontario firms to identify opportunities to participate in defence procurement projects in support of the Industrial and Technological Benefits (ITB) Policy.

The Agency operates Canada Business Ontario (part of the Canada Business Network), which helps entrepreneurs gain access to government business information, such as available funding opportunities.

In 2016–17, FedDev Ontario established its role as one of the key partners in the Accelerated Growth Service (AGS) initiative, providing hands-on support for businesses with high growth potential. By giving identified businesses a one-window entry point to access all necessary government services and initiatives, AGS is fueling the establishment and expansion of high-growth firms in the region and better positioning southern Ontario for sustainable economic development.

Headquartered in Waterloo, FedDev Ontario has a presence across the region with offices in Toronto, Peterborough and Ottawa. The Agency facilitates collaboration with a range of stakeholders, including private sector firms, post-secondary institutions, not-for-profit organizations, municipal and provincial governments and Indigenous communities. A particular emphasis is placed on working closely with the Government of Ontario and key federal departments and agencies to support the southern Ontario economy. In addition, the Agency ensures that the perspectives of southern Ontario are reflected in decision-making at the federal level.

For more general information about the department, see the “Supplementary information” section of this report. For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).ⁱ

Operating context and key risks

Operating context

Southern Ontario is a unique region and key contributor to the Canadian economy. The region represents about a third of Canada's population, gross domestic product, employment and exports, and is home to a critical mass of small, medium-sized and multinational businesses. Southern Ontario is also home to key economic clusters, including automotive, finance, information communications technology (ICT), and life sciences, as well as a hub for emerging clusters such as cyber-security, artificial intelligence, regenerative medicine, and bio-based chemicals, among others. The region's innovation ecosystem includes an educated labour force, numerous incubators and accelerators, world-renowned post-secondary institutions, aspiring entrepreneurs and business-savvy venture capitalists. All of these elements are the necessary components for growing the economy. Nearly half of all Canadian private sector research and development (R&D) is performed in Ontario, which helps position this region to capitalize on global opportunities.

Despite these factors, southern Ontario has not been immune to the pressures of the changing global economy. Similar to other advanced economies, the region continues to shift towards a growing service-oriented and knowledge-based economy. Many of the region's traditionally strong industries, such as the manufacturing and automotive sectors, are in transition. Slower economic growth, competitive global markets and an uncertain global environment could potentially impact the ability of southern Ontario businesses to grow, innovate and export. For example, enhanced global integration and disruptive technologies are driving a continued evolution in the global manufacturing sector, and Ontario's manufacturing-intensive regions face pressures from these structural changes. Manufacturers must increasingly remain on the forefront of technological innovation to remain competitive in a globally-integrated manufacturing sector.

Although southern Ontario leads Canada in R&D, the region still falls behind global comparators in business R&D, contributing to a commercialization gap. Challenges of relatively low productivity, underinvestment in machinery and technology, and limited availability of risk capital are also present in the region. Southern Ontario must improve its productivity, commercialization and innovation performance to compete on a global scale with the world's diverse and highly-productive economies.

Regional prosperity is reliant on a number of key factors. Southern Ontario must increase its capacity to innovate, attract investment and talent to the region and develop a highly-skilled labour force. Strategic investments to support company growth and higher value-added industry activities need to be the norm more than the exception to reduce the commercialization gap. The region must capitalize on its innovation ecosystems and clusters to build collaborative partnerships among its key stakeholders and reach international markets.

FedDev Ontario's programs and services continue to leverage the region's ecosystem and competitive advantages to address these challenges. In 2016–17, FedDev Ontario's investments and support through Canada Business Ontario (CBO) and activities such as Industrial Technological Benefits have assisted partners in the region in driving clean-economic growth, while supporting companies' ability to scale-up, increase productivity and access new markets. These investments have helped the people of southern Ontario gain the skills they need to succeed in increasingly complex and technical work environments; supported the development of world-leading innovations and technologies through consortia and clusters; and have invested in projects that create well-paying jobs. Budget 2017 introduced Canada's Innovation and Skills Plan as the centerpiece of the government's agenda for growth, jobs and strengthening the middle-class. FedDev Ontario's programs and services are well positioned to support both the Innovation and Skills Plan and the ambitious targets set out in Budget 2017 around the key themes of: research, technology and commercialization; investment and scale-up; and clean technology.

Key risks

In 2016–17, FedDev Ontario identified three key risks to the effective delivery of its mandate: managing information; human resources management; and demonstrating Agency impacts.

FedDev Ontario recognizes the importance of having information technology and information management systems and infrastructure that are sufficiently integrated and/or adaptable to support client/user needs and program/business processes. Not having access to timely, complete, consistent and accurate information could affect the Agency's ability to meet legislative responsibilities and could diminish its organizational efficiency and effectiveness, as well as the quality of its decision-making. In 2016–17, FedDev Ontario continued to implement information management systems and practices in support of effective information management, openness and transparency. This included the completion of the Recordkeeping Implementation Action Plan on March 31, 2017 and the continuation of the Open Government Implementation Plan, scheduled to be completed in October 2019. The Agency also collaborated with other federal partners on the development of a Grants and Contributions Program Management (GCPM) system that is on-track for delivery by March 2019.

FedDev Ontario is a young and geographically dispersed organization, headquartered in the dynamic Region of Waterloo which offers many diverse employment opportunities. The Agency is experiencing higher staff turnover rates than the Public Service average. In 2016–17, FedDev Ontario increased its use of post-secondary recruitment programs as well as its social media presence to strengthen recruitment and retention, and to continue to promote the Agency as a workplace of choice. In 2016–17, FedDev Ontario provided co-op terms to 11 post-secondary students, leveraging their skills while providing valuable work experience, and developing a pool of potential future employees. The Agency also increased its use of social media—Twitter,

LinkedIn and Instagram—to advertise external staffing posters. In an effort to proactively prepare for staffing needs, more than 40 pools were in place to allow for quick and effective staffing.

FedDev Ontario also continued to focus attention on assessing and demonstrating the impact it has had on southern Ontario. The Agency regularly engaged with stakeholders and economic development partners through meetings and roundtables to discuss emerging economic issues and trends, seek input on policy and program directions, and align investments with partners on strategic projects that have the potential for high economic impact. FedDev Ontario also partnered with Statistics Canada to assess the impact on firms to which it has provided support. Multiple initiatives to demonstrate impacts on key clusters, sectors and communities in southern Ontario, were finalized in 2016–17 and will be important inputs to supporting FedDev Ontario's renewal beyond 2019. For example, analysis conducted with Statistics Canada showed that the Agency's funding recipients generally outperform similar non-recipient businesses in terms of employment growth (6%), revenue growth (10%), productivity (4% and 17% for productivity-focused programming) and spending on R&D (22%).

Key risks

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to mandate letter commitments or to government-wide and departmental priorities
Managing Information	<ul style="list-style-type: none"> The Recordkeeping Action Plan was successfully completed on March 31, 2017. Progress continued to be made on the implementation of the Open Government Action Plan and the Agency is on target for a scheduled completion by October 2019. Continued to work collaboratively across the Agency to ensure that business needs are adequately supported through existing IT infrastructure and systems. The Agency's Open Government Working 	Technological Innovation Business Development Community Economic Development Internal Services	<ul style="list-style-type: none"> Strengthening the middle class Fostering an innovative and clean economy Making strategic investments that build on competitive advantages Supporting the Development of the Open Data Initiative

	<p>Group provided a cross-Agency forum to ensure dissemination of information and consistency in approach to dataset inventory and data publication approach.</p> <ul style="list-style-type: none">• Further institutionalized related information management practices to ensure information for decision-making is disseminated in a timely manner and is quickly accessible for all employees. Focus in 2016–17 was on training and awareness, including consistent Performance Management Agreement objectives for all employees on information management and Agency-wide learning events.• Partnered with regional development agencies across Canada on the shared development of the Grants and Contributions Program Management (GCPM) system as a modern system for managing grants and contributions (G&Cs). Began internal work around data management and governance in preparation for the implementation of this new system in 2018–19.		
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Human Resource Management	<ul style="list-style-type: none"> Agency managers have been proactively preparing for their staffing needs by creating pools of qualified individuals at various classification levels to allow for quick and effective staffing. By the end of fiscal year 2016–17, more than 40 pools were in place including pools which support hiring for positions in specialty areas. Outreach for student hiring was conducted at 4 post-secondary institutions and 11 students were hired. Increased the Agency's use of social media—Twitter, LinkedIn and Instagram to advertise external staffing posters. In the past 12 months, 100% of FedDev Ontario's employees accessed Canada School of Public Service (CSPS) products. As provided by CSPS Learning Indicator Report (June 2017 Release), employees have maximized their use of the online learning resources available through CSPS. The Agency fully utilized its allocation for seats on the CSPS Manager's Development Program and Aspiring Director 	<p>Technological Innovation</p> <p>Business Development</p> <p>Community Economic Development</p> <p>Internal Services</p>	<ul style="list-style-type: none"> Strengthening the middle class Fostering an innovative and clean economy Making strategic investments that build on competitive regional advantages
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	<p>Program. New Executives at all levels are encouraged to attend the leadership course commensurate with their level.</p> <ul style="list-style-type: none"> • A Wellness Committee was established. 		
Demonstrating Agency Impacts	<ul style="list-style-type: none"> • In 2016–17, the Agency organized and held 9 roundtables with stakeholders from 10 industry sectors to discuss needs for programming support. • Various initiatives in support of demonstrating the Agency's impacts on the southern Ontario economy were completed in 2016–17, including: matching analysis work with Statistics Canada; input-output modelling with the Conference Board of Canada; and a review of the impact of FedDev Ontario's investments in consortia. 	<p>Technological Innovation</p> <p>Business Development</p> <p>Community Economic Development</p> <p>Internal Services</p>	<ul style="list-style-type: none"> • Strengthening the middle class • Fostering an innovative and clean economy • Making strategic investments that build on competitive regional advantages

Results: what we achieved

Programs

Program 1.1 Technological Innovation

Description

The Technological Innovation program supports the southern Ontario economy by encouraging the creation of innovative products, services, processes and markets so as to contribute to the region's competitiveness. This is achieved by focusing on key sectors and clusters and by strengthening linkages between the region's businesses, post-secondary institutions and not-for-profit organizations to leverage key regional assets and spur the advancement of transformative technologies and innovation. By facilitating these strategic partnerships, FedDev Ontario aims to improve the region's productivity, competitiveness and attractiveness as a location of choice for investment.

Investments through this program support large-scale, incremental and transformative activities that increase productivity and market diversification. While available to for-profit and not-for-profit organizations, project funding is business-facing, meaning that activities are linked to the needs of businesses.

Transfer payments in support of this program are delivered through the administration of contribution agreements with businesses, not-for-profit organizations and post-secondary institutions.

Results

This program consists of activities and investments made through the Investing in Commercialization Partnerships (ICP) initiative and the Advanced Manufacturing Fund (AMF). In 2016–17, FedDev Ontario approved five new projects valued at up to \$63.2 million across ICP and AMF. These investments, along with 15 previously approved projects, contribute to innovation and the commercialization of technologies and market-driven solutions in priority sectors, including several key growth industries: advanced manufacturing, agri-food, clean technology, digital industries and health and bio-sciences. New projects approved in 2016–17 are expected to enable more than 140 products, services, technologies and processes to be commercialized; create more than 165 partnerships; and leverage more than \$91.8 million in additional investment over the next two years.

Efforts have been focused on engagement with recipients to monitor progress toward program outcomes and regular discussions with regional stakeholders to identify new project opportunities that will strengthen technological innovation and adoption.

With up to \$7.3 million in multi-year funding from FedDev Ontario's ICP initiative, Niagara College has established the Southern Ontario Network for Advanced Manufacturing and Innovation (SONAMI) in collaboration with McMaster University, Sheridan College and Mohawk College. This Network is helping small manufacturers create and/or improve innovative products, processes, materials, and services in advanced manufacturing to enhance their competitiveness. To date, SONAMI has enabled the development and commercialization of over 40 products and services.

Expected results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Strengthened innovation, partnerships and commercialization in southern Ontario	Share of Ontario's employment in Knowledge-Intensive Business Services (KIBS) ¹	The share of Ontario's employment in KIBS increased in 2016 compared to 2015	March 31, 2017	6.48%	6.47%	6.37% ²
	Business enterprise expenditure on R&D	Strengthen private sector investment in R&D ³	March 31, 2017	Not available	Not available	Not Available

¹ The KIBS subsector includes establishments whose primary activities depend on human capital, knowledge and skills. The KIBS final product is a consulting service and knowledge transfer. Other than being intensive, these services are intermediary (i.e., services included for business).

² Statistics Canada data series (Cansim Table 281-0023) is replaced (Cansim Table 281-0024), and the replacement data are not fully comparable with those previously published.

³ Statistics Canada data series (Cansim Table 358-0001) was used to report the results for the current indicator. Statistics Canada will publish the data for 2015–16 in December, 2017. The data for the 2016–17 reporting period will be released in 2018.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
92,081,080	92,081,080	87,487,194	79,228,401	(12,852,679)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
19	19	0

Program 1.2 Business Development**Description**

The Business Development program supports southern Ontario businesses, especially small- and medium-sized enterprises (SMEs) in their efforts to drive competitiveness. The program provides support to: encourage the growth of early-stage companies through business services and counselling; provide access to capital; help existing businesses expand domestically and globally; help companies and sectors improve productivity; facilitate linkages and collaborations between businesses; and assist southern Ontario aerospace and defence-related firms in responding to respond economic opportunities from Canada's defence procurements.

Canada Business Ontario (CBO), included as part of this program, provides targeted services to businesses across Ontario along a lifecycle continuum—from entrepreneurship to expansion.

Transfer payments in support of this program are delivered through the administration of contribution agreements with businesses and not-for-profit organizations.

Results

The Business Development program includes FedDev Ontario's Investing in Business Innovation (IBI) and Investing in Business Growth and Productivity (IBGP) initiatives. During 2016–17, these initiatives continued to strengthen angel networks in southern Ontario, support southern Ontario businesses to access capital and develop employee skills, and improve business productivity and performance.

Through the IBI initiative, a total of 13 contribution agreements were executed in 2016–17 for projects with a funding total value of more than \$14.8 million. These contributions will enable

early-stage companies to leverage angel and venture capital to support the launch of innovative technologies, products and services. The investments also support not-for-profit organizations that provide seed financing and skills development to early-stage companies, allowing them to commercialize and become investment ready.

The IBI initiative continued to receive strong interest from key stakeholders within regional innovation ecosystems, start-ups and established companies, as demonstrated by the large volume of applications from the ICT, life sciences and clean-tech sectors.

Through IBI, funding was provided to Communitech, an industry-led innovation centre that supports technology companies, located in Kitchener. Communitech is receiving up to \$880,000 over two years to directly support women's entrepreneurship through the Fierce Founders Accelerator Program, a specialized program for women in technology industries. The program will provide approximately 20 high-potential women-led early-stage businesses with seed funding, free workspace at Communitech for a six-month period, and business training/mentoring services to help accelerate the growth of these businesses. The project is expected to create up to 30 full time jobs.

The IBGP initiative focuses its resources primarily on supporting established businesses, as well as not-for-profit organizations that assist southern Ontario SMEs, to improve business productivity and global competitiveness. During 2016–17, the Agency executed funding agreements for 10 new IBGP projects. The majority of IBGP's projects have supported companies expanding their manufacturing facilities and capabilities, and all have helped position firms to be more globally competitive.

Demand for IBGP programming has remained strong. Investments have been made across traditional and emerging industry sectors, with all geographic regions across southern Ontario represented. Growth in advanced manufacturing, with a particular focus on clean economic growth and greater efficiencies in processes and product development, is facilitating innovation-driven growth for SMEs within southern Ontario's economy. These growth opportunities are allowing southern Ontario SMEs to be further integrated into global supply chains and seek new investments in technologies and equipment.

Through IBGP, funding was provided to Cyclone Manufacturing of Mississauga, Ontario, a Tier 1 aerospace supplier that specializes in advanced materials and aircraft wing frames. With FedDev Ontario's investment of up to \$8 million, Cyclone plans to expand the production capacity of its facilities and increase its capabilities to produce certified aerospace parts and components, and to access global supply chains. With the support of FedDev Ontario, the company expects to create up to 135 full-time, skilled manufacturing jobs, and will pursue additional business opportunities through international markets, such as Taiwan, the United States, and the United Kingdom, with key players in the aerospace industry, including Airbus, Bombardier and others.

To extend IBGP's reach across southern Ontario and provide smaller scale investments, FedDev Ontario has provided contributions to the Yves Landry Foundation and Canadian Manufacturers and Exporters to deliver support to SMEs. Both organizations have a history of successfully delivering productivity improvement and global competitiveness initiatives to SMEs. Since 2014–15, these two organizations have supported 382 projects with a total FedDev Ontario investment of more than \$19 million, which leveraged an additional \$90.7 million in private sector investments.

In Budget 2016, the Government of Canada announced the Accelerated Growth Service (AGS), a new initiative through which established high-growth firms are offered information and potential access to relevant federal and/or external programs and services intended to help with specific growth objectives. Working with one point of contact across a network of federal government departments and agencies, firms can navigate and access programs and services in a coordinated and comprehensive manner that is tailored to their needs. Over the 2016–17 fiscal year, FedDev Ontario worked with its AGS government counterparts to connect more than 45 high-growth firms with government programs and services available in the region.

The Agency also provides targeted services to businesses and helps southern Ontario aerospace and defence-related firms respond to economic opportunities from Canada's defence procurements.

As a member of the Canada Business Network, Canada Business Ontario (CBO) supports entrepreneurs in starting, managing or growing small- to medium-sized businesses by providing information on federal and provincial programs, services and regulations, free of charge. CBO has three main service channels: contact centre services, information/web presence, and outreach. In 2016–17, CBO's contact centre fielded 24,300 telephone and/or email enquiries

from the public, and visits to CBO-related web content exceeded 1.7 million. CBO also engaged in 3,535 direct interactions with entrepreneurs through outreach activities.

FedDev Ontario leveraged economic benefits for southern Ontario from Canadian defence procurements consistent with the Government of Canada's Industrial and Technological Benefits Policy. In 2016–17, FedDev Ontario held 147 meetings with firms in the region, as well as 50 meetings with major defence contractors. The Agency responded to seven separate requests from defence contractors for the identification of possible southern Ontario suppliers and 34 introductions were brokered for southern Ontario firms with major defence contractors. The Agency promoted southern Ontario at 12 trade shows/events, developed and led 5 supplier identification tours for major defence contractors, and organized 3 industry events highlighting defence procurement-driven business opportunities. The latter included a highly successful cyber forum in Ottawa, which brought together over 200 representatives from Canadian and global industry, as well as representatives from 3 orders of government to discuss and share insights on the latest trends and business opportunities in cyber security and defence.

Expected results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Improved business growth, productivity and global competitiveness in southern Ontario	Private sector investment in machinery and equipment in Ontario	To support businesses in meeting or exceeding their previous year investment levels ¹	March 31, 2017	Results (\$21.8 billion) indicate that business investments in machinery and equipment in Ontario decreased in 2016 by \$500 million, but were still higher than 2014–15 levels	Results (\$22.3 billion ²) indicate that business investments in machinery and equipment in Ontario increased in 2015 by \$3.8 billion	Results (\$18.5 billion ³) indicate that investments in machinery and equipment in Ontario increased in 2014 by \$900 million
	Ontario's labour productivity	\$46.44 per hour	March 31, 2017	\$47.20 per hour	\$46.60 ⁴ per hour	\$47.20 ⁵ per hour
	Venture capital investment in Ontario	Increased venture capital investment in Ontario	March 31, 2017	Results (\$1.5 billion) ⁶ indicate that total venture capital investments in Ontario increased in 2016 compared to 2015 (\$933 million)	Results (\$933 million) indicate that total venture capital investment in Ontario increased in 2015 compared to 2014 (\$932 million)	Not available ⁷

¹ Since 2015, Statistics Canada reports on actual values of investments replacing the data series on *investment intentions*, therefore the target reflects actual investments in current prices.

^{2, 3} Statistics Canada data series (Cansim Table 032-0002) used to calculate this target has been terminated. The replacement data (Cansim Table 029-0048) are not fully comparable with those previously published.

^{4, 5} Statistics Canada data series (Cansim Table 383-0029) used to calculate this target has been revised back to 2007 and the replacement data (Cansim Table 383-0033) are not fully comparable with those previously published.

⁶ Canadian Venture Capital Association data series were used to report this target.

⁷ The data on current indicator is not available for 2013; therefore the increase in results are not available to be reported in 2014–15.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
58,571,582	58,571,582	63,196,539	63,173,971	4,602,389

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
51	55	4

Program 1.3 Community Economic Development**Description**

The Community Economic Development program supports the 288 communities (small and large, rural and urban, Francophone and Indigenous) in southern Ontario that are home to more than 12 million residents. These communities are key to enhancing the economic growth and sustainability of the region. Southern Ontario depends on communities that can attract the best talent and compete for investment as dynamic centres of commerce and learning.

Strong, safe and modern communities that are economically diverse are essential building blocks for the region's competitiveness and long-term prosperity. FedDev Ontario makes strategic investments that build on competitive regional advantages within these communities. These investments help address the unique challenges facing eastern Ontario communities, maintain the economic vitality of Official Language Minority Communities, and advance regional diversification efforts to promote economic development. FedDev Ontario also works with its partners, including Infrastructure Canada and the Ontario Ministry of Agriculture, Food and Rural Affairs, to deliver infrastructure investment across Ontario.

Through programming aimed at addressing the distinct needs and circumstances across southern Ontario communities, FedDev Ontario works to identify local solutions to local challenges and opportunities.

FedDev Ontario supports this program through the administration of contribution agreements with funding recipients such as businesses, not-for-profit organizations, First Nation governments, post-secondary institutions and municipalities.

Results

Through the Community Economic Development program, FedDev Ontario provided funding in 2016–17 to help communities in southern Ontario build on competitive regional advantages, create opportunities for economic diversification, support high-quality employment and address critical infrastructure requirements. Programming has supported rural, eastern, Francophone and Indigenous communities in southern Ontario to address distinct economic challenges through direct funding and third-party delivery partners.

Under the Community Futures Program (CFP), FedDev Ontario continued to support rural and Indigenous communities in southern Ontario in 2016–17. Working through contribution agreements with Community Futures Development Corporations (CFDCs) to support their operations, local businesses took advantage of continued access to business counselling and loan services in the region, which resulted in 723 new loans by CFDCs to SMEs in 2016–17 valued at \$45.1 million. Through these loans and associated business counselling services, the CFP was able to assist 4,743 businesses and aid in creating 3,973 jobs while maintaining another 6,809 jobs in rural southern Ontario communities. The CFDCs and their networks were also able to leverage approximately \$4.00 for every dollar contributed by FedDev Ontario. In addition, FedDev Ontario continued to collaborate with CFDCs in southern Ontario to further strengthen their capacity and impacts within their communities.

In 2016–17, FedDev Ontario also provided community support through an investment of \$9.6 million under the Eastern Ontario Development Program (EODP). Through agreements with the 15 eastern Ontario CFDCs, \$7.5 million was invested in local projects to promote the growth of new and existing businesses and advance community-led economic development to enhance and diversify local economies. An additional \$2.1 million was delivered by the Northumberland CFDC in Collaborative Economic Development Projects (CEDP) which leveraged \$834,030 in funding from external partners. The CEDP focused on strategic projects that provided long-term economic benefits for multiple communities and strengthened linkages between rural and urban areas.

In 2016–17, through the Economic Development Initiative (EDI), FedDev Ontario continued to address the challenges faced by Francophone communities in southern Ontario, such as barriers to accessing training and business information in French, and youth out-migration in rural Official Language Minority Communities. There were four active EDI projects in 2016–17, with a total investment of \$979,612 and a focus on promoting increased collaboration among community stakeholders. These projects are improving access to business and entrepreneurship services and training, increasing access to capital, providing internship experiences for Francophone youth, and supporting applied research partnerships for new and existing Francophone entrepreneurs.

Through the Investing in Regional Diversification (IRD) initiative, FedDev Ontario continued to make strategic investments to help southern Ontario communities leverage their economic strengths and local assets to promote economic diversification and sustainability. To this end, FedDev Ontario approved four new projects through IRD in 2016–17 with a total multi-year investment of \$27.8 million, to help communities leverage their economic strengths and unique assets to take advantage of emerging opportunities.

With up to \$12 million in multi-year funding, Bioindustrial Innovation Canada is supporting the transition of the Sarnia-Lambton region from a reliance on traditional petro-chemicals to the development of a sustainable chemistry and bio-based industrial sector. Through the establishment of its Centre for Commercialization of Sustainable Chemistry Innovations, Bioindustrial Innovation Canada is providing critical strategic investment, advice and services to business for the development of clean, green and sustainable technologies. The investment is expected to create 478 full-time equivalent jobs and result in 250 new industrial collaborations, especially among small- and medium-sized businesses.

FedDev Ontario continued its commitment to strengthening regional competitiveness through investments in public infrastructure in Ontario communities. FedDev Ontario administered the Canada 150 Community Infrastructure Program in southern Ontario, which is investing an additional \$44.4 million through a second intake of the program, for a total investment of up to \$88.8 million by March 31, 2018. In 2016–17, FedDev Ontario worked closely with its partners, including Infrastructure Canada and the Ontario Ministry of Agriculture, Food and Rural Affairs, to complete close-out activities for the Building Canada Fund – Communities Component Regular Intake, and to ensure that final reporting requirements were met for all completed projects. In addition, FedDev Ontario continued its support to the Massey Hall Revitalization Project, with a multi-year federal investment of up to \$8 million, of which \$2.46 million was invested in 2016–17. This support will help to transform the historic landmark theatre into a modern performance venue.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Southern Ontario communities are able to sustain long-term economic development and growth	Percentage of southern Ontario census subdivisions (CSDs) with a decrease in employment insurance beneficiaries (year-over-year)	50% or more southern Ontario census subdivisions have a decrease in employment insurance beneficiaries (year-over-year)	March 31, 2017	68.1% of southern Ontario CSDs had a decrease in employment insurance beneficiaries	65.3% ¹ of southern Ontario CSDs had a decrease in employment insurance beneficiaries	61.5% ² of southern Ontario CSDs had a decrease in employment insurance beneficiaries
	Recent Economic Well-Being Indicator (REWBI) (composite indicator of socioeconomic performance)	The average REWBI for the bottom quartile of communities improves in 2016 compared to the average REWBI for the bottom quartile in 2015	March 31, 2017	The average REWBI for the bottom quartile of communities improved in 2016 compared to the average REWBI for the bottom quartile in 2015	The average REWBI for the bottom quartile of communities improved in 2015 compared to the average REWBI for the bottom quartile in 2014 ³	The average REWBI for the bottom quartile of communities decreased in 2014 compared to the average REWBI for the bottom quartile in 2013 ⁴
^{1, 2} Results are calculated with the revised version of Statistics Canada's data series, and are not fully comparable with previously published results. ^{3, 4} Results for the current indicator are not fully comparable with the results previously reported, as the Agency reviewed and revised its performance indicators from 2013 to 2016.						

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
66,896,145	66,896,145	89,373,369	63,417,133	(3,479,012)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
50	40	(10)

Information on the Federal Economic Development Agency for Southern Ontario's lower-level programs is available on the [departmental website](#) and in the [TBS InfoBase](#).ⁱⁱ

Internal Services

Description

Internal Services are groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Results

FedDev Ontario's internal service functions continued to deliver high-quality and timely advice and services across the organization in 2016–17. These functions played a pivotal role in support of the Agency's program delivery activities, its ability to meet administrative and corporate requirements and accountabilities, and in ensuring its alignment with Government of Canada priorities.

As a partner in the Innovation, Science and Economic Development (ISED) portfolio, FedDev Ontario worked with portfolio partners and Ministers' offices to further the achievement of the Minister of ISED's mandate and priorities. The Agency collaborated closely with all of Canada's

regional development agencies (RDAs) to coordinate processes, integrate policy development and research where possible, and support the roll-out of the Government's Innovation and Skills Plan.

In 2016–17, FedDev Ontario used its integrated policy analysis and research capacity to provide strategic, evidence-based advice to support: internal direction-setting; program design; and government and ISED portfolio policy discussions. This support equipped decision makers with relevant information on key sectors, emerging and disruptive technologies, clusters of economic activity, and opportunities for collaboration and engagement.

Strengthening the Agency's performance measurement efforts and demonstrating the results of its activities were also ongoing objectives in 2016–17, as FedDev Ontario continues to establish itself as a key performer in the economic prosperity of southern Ontario. Various initiatives in support of demonstrating the Agency's impacts on the southern Ontario economy were completed, including: matching analysis work with Statistics Canada, input-output modelling with the Conference Board of Canada, and a review of the impact of FedDev Ontario's investments in consortia. The review looked at consortia projects that involved multiple stakeholders; created new opportunities for innovation eco-systems to support commercialization, economic diversification, market development and expansion; and emphasized the development of clusters and/or expansion of geographic concentrations of interconnected companies and institutions.

Stakeholder engagement remains a key priority for FedDev Ontario. In 2016–17, the Agency actively engaged stakeholders to seek opportunities for collaboration to advance regional economic priorities, champion the economic potential of southern Ontario and to advance external awareness of FedDev Ontario programs and other federal economic development initiatives. Specifically, in October 2016, the Agency conducted nine roundtables to engage stakeholders and solicit feedback on the needs of key clusters/areas of specialization. Sectors engaged include: regenerative medicine, agriculture bio-technology, cyber security, digital media, next generation networks, renewable energy, bio-pharmaceuticals, bio-processing and big data/internet of things.

Throughout 2016–17, FedDev Ontario communicated effectively with Canadians about Agency successes, funding announcements, and other milestones, as well as strengthened its digital presence on social media through content generation and reciprocal engagement. The Agency undertook targeted digital activities, which involved enhancing and expanding content on channels including: Instagram, Google+, YouTube, and Periscope. Enriched Twitter content directly resulted in a 43 percent increase in followers over the previous year. For the launch of the second intake of the Canada 150 Community Infrastructure Program, FedDev Ontario reached out to its stakeholders with three live-streamed Periscope videos. These videos gave important details about the program and the application process and allowed potential applicants

to have questions answered in real time, respectively targeting English, French and Indigenous audiences. The Communications team at FedDev Ontario organized and supported 118 events, including 95 funding announcements with over \$170 million going to direct recipients. FedDev Ontario also actively ensures the mobile-friendly nature of its external website, since all social media posts direct the client back to this site and most social media is accessed via mobile devices. By taking advantage of opportunities presented through social media platforms, including live-streaming funding announcements, the creation of more engaging and interactive content such as videos, and ensuring excellence in its traditional communications activities, FedDev Ontario is reaching an ever-growing audience in southern Ontario.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
16,899,045	16,899,045	17,330,723	16,316,107	(582,938)

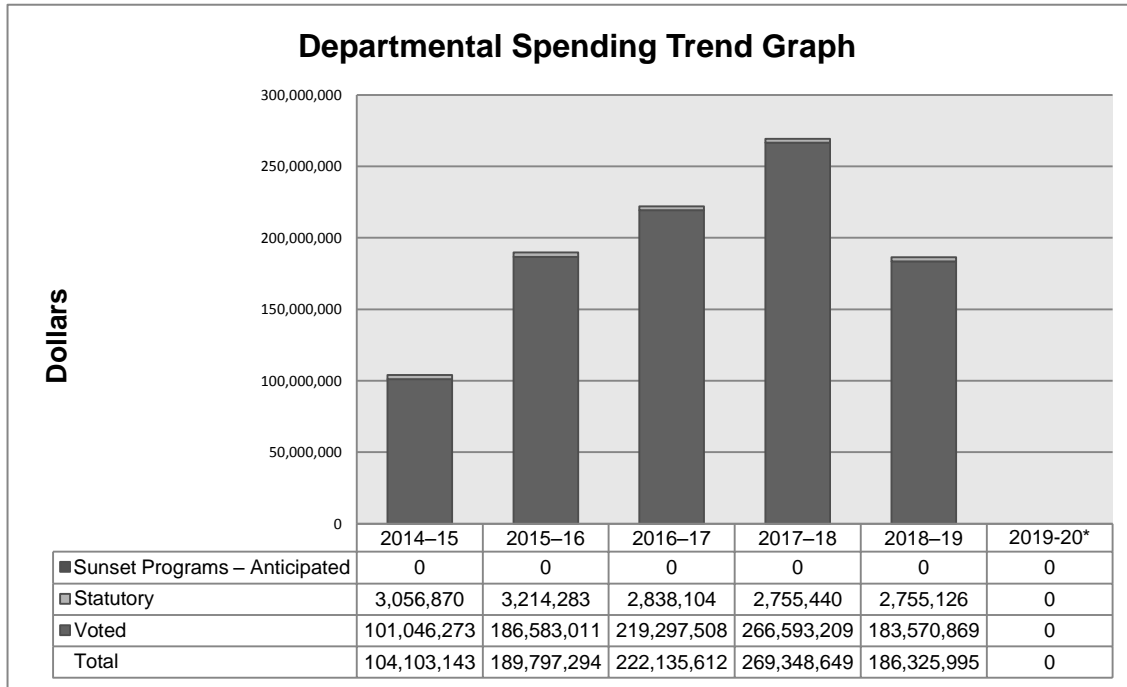
Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
112	112	0

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



*No planned spending has been identified for 2019 –20, as this period is beyond the Agency’s current five-year funding mandate.

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016–17 Main Estimates	2016–17 Planned spending	2017–18 Planned spending	2018–19 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)	2014–15 Actual spending (authorities used)
1.1 Technological Innovation	92,081,080	92,081,080	93,112,054	72,524,016	87,487,194	79,228,401	55,550,921	9,298,340
1.2 Business Development	58,571,582	58,571,582	54,998,686	61,253,690	63,196,539	63,173,971	69,728,062	49,467,300
1.3 Community Economic Development	66,896,145	66,896,145	105,327,756	36,647,813	89,373,369	63,417,133	47,037,706	27,689,452
Subtotal	217,548,807	217,548,807	253,438,496	170,425,519	240,057,102	205,819,505	172,316,689	86,455,092
Internal Services	16,899,045	16,899,045	15,910,153	15,900,476	17,330,723	16,316,107	17,480,605	17,648,051
Total	234,447,852	234,447,852	269,348,649	186,325,995	257,387,825	222,135,612	189,797,294	104,103,143

FedDev Ontario continued to make strategic investments as it reached the mid-point of its five-year mandate. During 2016–17, total expenditures were \$222.1 million from authorities available of \$257.4 million, resulting in a surplus of \$35.3 million. This surplus is largely represented by transfer payment authorities that have been reallocated to 2017–18 to better align with the spending requirements of the Agency’s programs.

Actual human resources

Human resources summary for Programs and Internal Services
(full-time equivalents)

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Planned	2016–17 Actual	2017–18 Planned	2018–19 Planned
1.1 Technological Innovation	16	21	19	19	19	19
1.2 Business Development	58	55	51	55	51	53
1.3 Community Economic Development	35	36	50	40	50	36
Subtotal	109	112	120	114	120	108
Internal Services	115	124	112	112	112	112
Total	224	236	232	226	232	220

During 2016–17, FedDev Ontario utilized 226 full-time equivalents (FTEs) to deliver on its three program areas and provide internal support service compared to a planned 232 FTEs and a decrease of 10 FTEs from 2015 –16.

Expenditures by vote

For information on the Federal Economic Development Agency for Southern Ontario's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017](#).ⁱⁱⁱ

Alignment of spending with the whole-of-government framework

Alignment of 2016–17 actual spending with the [whole-of-government framework](#)^{iv}
(dollars)

Program	Spending area	Government of Canada activity	2016–17 Actual spending
1.1 Technological Innovation	Economic Affairs	An innovative and knowledge-based economy	79,228,401
1.2 Business Development	Economic Affairs	Strong economic growth	63,173,971
1.3 Community Economic Development	Economic Affairs	Strong economic growth	63,417,133

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	217,548,807	205,819,505
Social affairs	0	0
International affairs	0	0
Government affairs	0	0

Financial statements and financial statements highlights

Financial statements

The [Federal Economic Development Agency for Southern Ontario financial statements \[unaudited\] for the year ended March 31, 2017](#), are available on the departmental website.

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016–17 Planned results	2016–17 Actual	2015–16 Actual	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual)
Total expenses	189,509,861	160,886,586	116,311,752	(28,623,275)	44,574,834
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	189,509,861	160,886,586	116,311,752	(28,623,275)	44,574,834

In 2016–17, FedDev Ontario's actual net cost of operations was \$160.9 million, compared to the 2016–17 planned results of \$189.5 million and the 2015–16 actual net cost of operations of \$116.3 million. These results align with the projected increases in program expenditures as FedDev Ontario reached the mid-point of its second mandate. The year 2016–17 saw increased transfer payment expenses related to the delivery of the Canada 150 Community Infrastructure Program in southern Ontario, as well as the final payments for the Brantford Greenwich-Mohawk Remediation Project grant.

**Condensed Statement of Financial Position (unaudited) as at March 31, 2017
(dollars)**

Financial Information	2016–17	2015–16	Difference (2016–17 minus 2015–16)
Total net liabilities	29,649,792	35,571,522	(5,921,730)
Total net financial assets	27,212,349	34,283,076	(7,070,727)
Departmental net debt	2,437,442	1,288,446	1,148,996
Total non-financial assets	53,327	101,488	(48,161)
Departmental net financial position	(2,384,115)	(1,186,958)	1,197,157

FedDev Ontario did not see significant changes in the statement of financial position. Variances in the departmental net assets and liabilities are primarily related to liabilities established for transfer payment obligations at the end of the fiscal year and the assets available to settle these claims. Variances against previous year are reflective of the Agency's ability to process transfer payments and settle claims prior to the year-end close.

Supplementary information

Corporate information

Organizational profile

Minister of Innovation, Science and Economic Development:

The Honourable Navdeep Bains, P.C., M.P.

Minister of Science:

The Honourable Kirsty Duncan, P.C., M.P.

Minister of Small Business and Tourism and Leader of the Government in the House of Commons:

The Honourable Bardish Chagger, P.C., M.P.

President:

James Meddings

Ministerial portfolio:

Innovation, Science and Economic Development

Enabling instruments:

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

Reporting framework

The Federal Economic Development Agency for Southern Ontario's Strategic Outcome and Program Alignment Architecture of record for 2016–17 are shown below.

1. Strategic Outcome: A competitive southern Ontario economy

1.1 Program: Technological Innovation

1.1.1 Sub-Program: Advanced Manufacturing

1.1.2 Sub-Program: Commercialization Partnerships

1.2 Program: Business Development

1.2.1 Sub-Program: Business Investment

1.2.2 Sub-Program: Business Growth and Productivity

1.2.3 Sub-Program: Business Services

1.3 Program: Community Economic Development

1.3.1 Sub-Program: Community Futures Program

1.3.2 Sub-Program: Eastern Ontario Development Program

1.3.3 Sub-Program: Official Languages Minority Communities

1.3.4 Sub-Program: Regional Diversification

1.3.5 Sub-Program: Infrastructure Delivery

Internal Services

Supporting information on lower-level programs

[Supporting information on lower-level programs](#) is available on the Federal Economic Development Agency for Southern Ontario's website.

Supplementary information tables

The following [supplementary information tables](#) are available on the Federal Economic Development Agency for Southern Ontario's website:

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Internal audits and evaluations
- ▶ User fees, regulatory charges and external fees

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.^v This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

Federal Economic Development Agency for Southern Ontario

101-139 Northfield Drive West
Waterloo, Ontario N2L 5A6
Canada

Telephone: 1-866-593-5505
Fax: 519-725-4976

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)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the 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)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however,

evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

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.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2016–17 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures 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.

plans (plans)

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.

priorities (priorité)

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (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.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

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. The Minister's mandate letter, <http://pm.gc.ca/eng/mandate-letters>
- ii. TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. Public Accounts of Canada 2017, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iv. Whole-of-government framework, [https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~\(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~\(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005\)\)](https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005)))
- v. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>