

Federal Economic Development Agency for Southern Ontario

2019–20

Departmental Plan

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

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Minister's message

It is my pleasure to present the 2019–20 Departmental Plan for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario or Agency). We are working across the Innovation, Science and Economic Development (ISED) Portfolio to support and develop the innovation ecosystem, strengthen science to support evidence-based decision making, champion the tourism sector, and help small businesses start up and scale up.

Our government committed to invest in Canadians to grow our economy, strengthen the middle class, and help those working hard to join it. With FedDev Ontario, we have delivered on those commitments over the last four years.

FedDev Ontario is committed to improving the economic landscape for southern Ontario by providing funding opportunities and business services that support innovation and growth. As one of Canada's regional development agencies, FedDev Ontario delivers our government's Innovation and Skills Plan, ensuring that Canadians living and working in southern Ontario can take advantage of opportunities created by the innovation economy. With renewed funding, the Agency will work with businesses, not-for-profit organizations and urban and rural communities to grow the region's innovation ecosystem, strengthen investment and partnerships and support inclusive growth to create good, quality jobs.

Ultimately, the Portfolio's work will create the right environment to generate ideas, commercialize those ideas, and give Canadians the skills and access to access the jobs and opportunities presented by today's economy.

Together with Canadians of all backgrounds, regions and generations, we are proud to be building a strong culture of innovation to position Canada as a leader in the global economy.



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

Plans at a glance and operating context

Southern Ontario is a key contributor to the Canadian economy. The region is home to more than 13.3 million people, representing over 36 percent of Canada's population; a population that is growing and increasingly diverse. Ontario also accounts for nearly 40 percent of Canada's GDP and domestic exports and produces half of all Canadian manufacturing exports. Similar to other advanced economies, the region is adapting to major economic trends such as globalization and digitalization and is shifting towards a more service-oriented and knowledge-based economy. The region is home to key economic clusters, including financial services, information communications technology (ICT), aerospace, life sciences and automotive, and is a hub for emerging clusters such as cyber-security, quantum computing, regenerative medicine, and bio-based chemicals, among others. The region's innovation ecosystem, including an educated labour force, some 100 incubators and accelerators, 35 post-secondary education institutions and aspiring entrepreneurs and venture capitalists, provides the necessary ingredients for economic growth.

The Federal Economic Development Agency for Southern Ontario's role is to work with communities, businesses, not-for-profit organizations and other levels of government in southern Ontario to strengthen the region's capacity for innovation and growth, and to help communities participate in the economic opportunities of the future. In 2019–20, the Agency plans to focus its activities on the following four key priorities:

- Supporting the Innovation and Skills Plan as a flagship innovation platform;
- Promoting inclusive growth and the vitality of southern Ontario communities;
- Advancing the interests of the region; and
- Ensuring effective internal operations.

Supporting Canada's Innovation and Skills Plan as a flagship innovation platform

Along with other regional development agencies (RDAs), FedDev Ontario supports the delivery of Canada's Innovation and Skills Plan, the government's new microeconomic framework to drive growth—one that aims to succeed by building a culture of innovation and a globally recognized brand as one of the most innovative and competitive countries in the world. The multi-year Plan builds on Canada's innovation strengths and addresses areas of opportunities along the innovation continuum: from people and skills, through to fundamental and applied research, building innovation ecosystems, commercializing ideas and starting-up companies, to exporting and scaling up globally competitive companies. Emphasizing partnerships, it brings together stakeholders from across the innovation system. It embraces inclusivity and fosters the

participation of traditionally underrepresented groups in the innovation economy. Federal business innovation support is delivered through four flagship platforms:

1. Canada's six RDAs
2. ISED Canada's Strategic Innovation Fund (SIF)
3. National Research Council's Industrial Research Assistance Program (NRC-IRAP) and
4. Global Affairs Canada's Trade Commissioner Service (TCS)

As a central pillar of Canada's innovation platform, RDAs deliver the new Regional Economic Growth through Innovation (REGI) program. Building on the objectives of the Innovation and Skills Plan, the goal of REGI is to provide streamlined, nationally consistent, regionally tailored support to drive business scale-up, innovation and community economic development across the country. Under REGI, RDAs will undertake an initiative to target capability enhancing investments for the many small- and medium-sized enterprises (SMEs) across Canada that are downstream steel and aluminum users. Funding under the REGI program is part of broader efforts aimed at supporting businesses and workers impacted by the tariffs and countervailing measures in the steel and aluminum industry. By helping businesses strengthen their productivity and competitiveness, the program will help maintain and create good middle-class jobs for Canadians.

As the country's most populous region, southern Ontario plays a key role in fulfilling the vision of the Innovation and Skills Plan to build Canada as a world-leading innovation economy that creates jobs and grows the middle class. FedDev Ontario delivers programming that responds to the unique economic strengths and opportunities of this region. In 2019–20, the Agency will continue to work closely with other RDAs, ISED, NRC-IRAP and TCS to strengthen ties across the four innovation platforms, deepening our collaboration and coordination to deliver results for southern Ontario.

Promoting inclusive growth and the vitality of southern Ontario communities

Through strategic investments and outreach activities, the Agency aims to increase the participation of traditionally underrepresented groups in the southern Ontario economy, including women, youth, Francophone communities and Indigenous peoples. To support this effort in 2019–20, RDAs will deliver new program funding under the Women Entrepreneurship Strategy (WES), which is focused on helping women to start and grow their businesses and provides improved access to financing, talent, networks and expertise. In addition, the Agency will continue its ongoing delivery of the Economic Development Initiative (EDI) which supports Francophone communities in the region. It will also work with Indigenous organizations, businesses and communities, and with RDA colleagues, to identify and resolve barriers to Indigenous participation in the economy. Agency investments will support economic

diversification, resilience and vitality in rural communities, to help them connect with and take advantage of emerging economic opportunities.

Advancing the interests of the region

As a champion, pathfinder and convenor in southern Ontario, FedDev Ontario will advance the region's economy, encourage collaborative ventures, promote the benefits of investing in the region and leverage the region's innovation ecosystem and assets. With first-hand knowledge of, and presence in, southern Ontario, FedDev Ontario will continue to inform and support the development of federal programs and policies that positively impact the region.

Ensuring effective internal operations

Efficient internal operations help position FedDev Ontario for effective delivery of programs and services to southern Ontario. In 2019–20, the Agency will continue to examine opportunities for increased effectiveness by undertaking research and analysis, policy development, evaluations of programs, as well as strengthening performance measurement results. FedDev Ontario will continue to implement organizational initiatives to strengthen and improve the efficiency of service and program delivery. The Agency will build upon its excellence by developing and implementing technological solutions, including enterprise-wide systems, tools and training, streamlined processes and effective talent management to support the renewal of its workforce and to meet its business priorities. The Agency will continue to take on regular reviews of internal control mechanisms to ensure ongoing stewardship of public funds.

For more information on the Federal Economic Development Agency for Southern Ontario's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Core Responsibility

Economic Development in Southern Ontario

Description

The Federal Economic Development Agency for Southern Ontario was created to work with communities, businesses, not-for-profit organizations and other levels of government in southern Ontario to strengthen the region's capacity for innovation, economic development and growth.

Planning highlights

Through Budget 2018, FedDev Ontario was allocated \$920 million in renewed core funding over six years to continue supporting economic growth in southern Ontario. To deliver the nationally coordinated, regionally tailored Regional Economic Growth through Innovation (REGI) program, FedDev Ontario and other RDAs across Canada have simplified their business innovation programming into two common streams: the [Business Scale-up and Productivity \(BSP\) stream](#)ⁱ and the [Regional Innovation Ecosystems \(RIE\) stream](#).ⁱⁱ These common streams will foster the right environment to start and grow businesses and create the conditions for building strong, dynamic and inclusive regional innovation ecosystems across the country. The Agency is also continuing to invest in projects that support community economic development and diversification initiatives through its [Community Economic Development and Diversification \(CEDD\) stream](#).ⁱⁱⁱ Together, the three streams complement each other and offer a continuum of support for organizations at all stages.

With renewed funding, FedDev Ontario remains committed to providing businesses, not-for-profit organizations and communities with easy-to-access programs and services based on quality service standards. In 2019–20, the Agency will also continue to leverage its role as convenor, co-investor, pathfinder and champion for the region within the federal family.

As part of broader investments under the Innovation and Skills Plan, in 2019–20, ISED and RDAs will deliver new program funding under the Women Entrepreneurship Strategy (WES). Focused on helping women to start and grow their businesses, WES provides improved access to financing, talent, networks and expertise. ISED will provide national oversight and coordination of the Strategy, and work with the RDAs in the delivery of two new programs: the Women Entrepreneurship Fund and the WES Ecosystem Fund.

The Women Entrepreneurship Fund will help women entrepreneurs to grow their businesses and pursue new market opportunities. The WES Ecosystem Fund will help not-for-profit, third-party organizations deliver support for women entrepreneurs and address gaps in the ecosystem.

RDAs will deliver contribution funding as part of WES, with the objective to increase the number of women-owned and women-led businesses by enhancing, targeting and diversifying types of support available to women entrepreneurs. Investments will double the number of small- and medium-sized enterprises (SMEs) majority-owned by women by 2025.

Departmental Result: Communities are economically diversified in southern Ontario
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To support the economic diversification of southern Ontario communities, the Agency will continue to make targeted investments that leverage regional strengths. In 2019–20, the Agency will help facilitate transformation, promote innovation and deliver more inclusive growth and jobs in science and technology fields for traditionally underrepresented groups such as the region's Indigenous peoples, women, Francophones and youth.

Through its Community Economic Development and Diversification (CEDD) stream, FedDev Ontario will promote small business development, help create and maintain skilled jobs in smaller markets and support community innovation and strategic collaborations.

These investments are intended to support rural communities outside of major metropolitan areas, including those facing economic distress and transition. In addition, the Agency will continue to deliver two national initiatives through this stream: the Economic Development Initiative (EDI) which supports the needs of Official Language Minority Communities in southern Ontario; and the Community Futures Program, which supports communities and small business development in rural areas and in Indigenous communities.

FedDev Ontario will continue to eliminate the barriers faced by traditionally underrepresented groups, especially with regards to Indigenous peoples. The Agency will provide cultural sensitivity training that may be necessary for its staff to fully support these groups. To raise awareness of its programs and services, the Agency plans to continue its outreach efforts in urban and rural communities throughout the region. FedDev Ontario will also leverage its Small Business Services and Community Futures Development Corporations to provide support where necessary.

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

To support southern Ontario businesses as they invest in the development and commercialization of innovative technologies, the Agency will continue to make strategic

investments in priority areas for the Government of Canada and areas of competitive advantage for southern Ontario.

Through these efforts, the Agency expects to achieve greater collaboration between businesses and regional research institutions, intensifying the networks and clusters driving southern Ontario's innovation capacity.

In 2019–20, through the Regional Innovation Ecosystems (RIE) stream, FedDev Ontario will invest in the region's entrepreneurial environment, help to create, grow and nurture inclusive regional ecosystems that support business needs, and foster an entrepreneurial environment conducive to innovation, growth and competitiveness. A key component of the investments made through the RIE stream will be to support the region's business accelerators and incubators (BAIs) which help foster the growth and scaling up of innovative new companies. FedDev Ontario is working with ISED and the other RDAs to provide nationally coordinated and regionally delivered support for BAIs.

<p>Departmental Result: Businesses in southern Ontario are innovative and growing</p>
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FedDev Ontario will contribute to an environment where businesses have the knowledge, skills, capital and networks needed to grow, thus enabling southern Ontario to become a world leader in innovation. Through the Business Scale-up and Productivity (BSP) stream, FedDev Ontario will invest in and support businesses at various stages of development, including high-growth firms, to accelerate their growth, assist them in scaling up and enhance their productivity and competitiveness in both domestic and global markets.

In recognition of the vital role and unique challenges faced by established growth-oriented firms, FedDev Ontario will also continue to deliver the [Accelerated Growth Service \(AGS\)](#).^{iv} This initiative offers a coordinated and client-tailored service model to support Canadian businesses as they grow, innovate and increase their capabilities to succeed in global markets.

Further, the Agency will continue to provide support to small businesses and new entrepreneurs through its contact centre and website, providing government business information, details about funding opportunities and a secondary market research service.

The Agency will also continue to support the [Industrial and Technological Benefits \(ITB\)](#)^v policy, leveraging economic benefits for southern Ontario from Canadian defence procurements. Building on the success of its 2018–19 defence business development activities, FedDev Ontario will continue in 2019–20 to promote southern Ontario companies and researchers to global defence contractors seeking to do business in Canada.

Risks

Agency results in this area are dependent on the economic and political environment. Southern Ontario relies heavily on access to markets, particularly the United States, and on foreign investments for its economic prosperity. Shifts in the global market, changes to southern Ontario's market access and/or slower economic growth could all impact investment decisions, growth and exports of southern Ontario businesses. As a consequence, this uncertainty can affect the ability of projects funded by FedDev Ontario to fully realize their expected outcomes. To mitigate this risk, FedDev Ontario undertakes rigorous due diligence on the projects it supports, consults broadly with stakeholders and recipients, and performs timely analysis and research to ensure that programming reflects government priorities and responds to regional challenges and opportunities. The Agency also mitigates this risk through a continuous and open dialogue and collaboration with a wide variety of regional stakeholders.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Communities are economically diversified in southern Ontario	Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in southern Ontario	<p>At least 15.1% of SMEs are majority-owned by women</p> <p>At least 1.0% of SMEs are majority-owned by Indigenous people</p> <p>At least 16.0% of SMEs are majority-owned by youth</p> <p>At least 16.2% of SMEs are majority-owned by visible minorities</p> <p>At least 0.8% of SMEs are majority-owned by persons with disabilities</p>	TBD ¹	N/A ²	N/A ²	<p>SMEs are majority-owned by women: 15.1% (for 2017)</p> <p>SMEs are majority-owned by Indigenous people: 1.0% (for 2017)</p> <p>SMEs are majority-owned by youth: 16.0% (for 2017)</p> <p>SMEs are majority-owned by visible minorities: 16.2% (for 2017)</p> <p>SMEs majority-owned by persons with disabilities: 0.8% (for 2017)</p>
	Percentage of professional, science and technology related jobs in southern Ontario's economy	At least 35.3% of jobs in southern Ontario's economy are professional, science and technology related jobs	March 31, 2020	36.1% (for 2016)	35.1% (for 2017)	35.3% (for 2018)

	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.00 leveraged per dollar by FedDev Ontario in community projects	March 31, 2020	\$1.22	\$1.47	\$2.52
Businesses in southern Ontario invest in the development and commercialization of innovative technologies	Value of business expenditure on research and development by firms receiving FedDev Ontario program funding (in dollars)	TBD ³	TBD ³	TBD ³	TBD ³	TBD ³
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	TBD ⁴	TBD ⁴	TBD ⁴	TBD ⁴	TBD ⁴
Businesses in southern Ontario are innovative and growing	Number of high-growth firms in southern Ontario	At least 4,200 high-growth firms in southern Ontario	March 31, 2020	4,480 (for 2015)	4,200 (for 2016)	N/A ²
	Value of exports of goods (in dollars) from southern Ontario	At least \$183.0B of exports of goods from southern Ontario ⁵	March 31, 2020	\$185.5B (for 2015)	\$193.1B (for 2016)	\$188.5B (for 2017)
	Value of exports of clean technologies (in dollars) from southern Ontario	TBD ⁴	TBD ⁴	TBD ⁴	TBD ⁴	TBD ⁴

	Revenue growth rate of firms supported by FedDev Ontario programs	Revenue growth rate of firms supported by FedDev Ontario programs is greater than the average annual increase in CPI in 2017 (1.6%)	March 31, 2020	18.8% (for 2015)	7.8% (for 2016)	13.5% (for 2017)
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¹ Data for this indicator is sourced from Statistics Canada's Survey on Financing and Growth of SMEs, which is released every few years. The next release date of the Survey is TBD.

² Data for this indicator was not published for this year.

³ The methodology for this indicator is currently under review.

⁴ Statistics Canada has indicated that 2017–18 data for this indicator may be available later in 2019–20. It will be used as a baseline and a target will be established for 2020–21.

⁵ \$183.0B is the five-year historical average of the value of exports of goods from southern Ontario.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
242,116,200	242,116,200	212,086,979	211,374,479

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
116	116	116

Financial, human resources and performance information for the Federal Economic Development Agency for Southern Ontario's Program Inventory is available in the [GC InfoBase](#).^{vi}

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- 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

 Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
15,516,240	15,516,240	15,608,961	15,608,961

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
124	124	124

Planning highlights

In 2019–20, the Agency will focus on collaboration, innovation, modernization and engagement, while building and diversifying its workforce to improve service delivery.

FedDev Ontario will collaborate with other RDAs in policy analysis and research to support program delivery in an effort to help Canadian businesses grow and succeed. The Agency will continue to assess the economic landscape, building knowledge of key issues, such as accelerating the importance of regional clusters and consortia, the barriers faced by traditionally underrepresented groups, particularly by Indigenous peoples, Francophones, youth and women, and the challenges faced by communities in economic distress. The Agency will work with other federal departments to build its intelligence on Canada’s trading environment, including the opportunities for trade diversification in southern Ontario provided by new trade agreements, and other innovation and business growth areas of interest.

With the renewal of its mandate, FedDev Ontario continues to be committed to finding effective and efficient ways to achieve its Departmental Results through experimentation and innovation. This includes building capacity to explore, test and modernize current processes and tools to determine what opportunities exist to improve business processes. The Agency will leverage the executive champion roles to support this effort, including the Champion for Innovation and Experimentation, launching “The Great Experiment” which will include a series of activities and events to support staff in creating changes that deliver positive impacts.

The Agency will continue to improve internal operations in support of the delivery of its programming to Canadians. This includes designing program policies, tools and processes to align with the Agency’s programming streams, mobilizing staff across all branches to promote agility and collective decision making, and working with other RDAs on the modernization of the Grants and Contributions Program Management (GCPM) system.

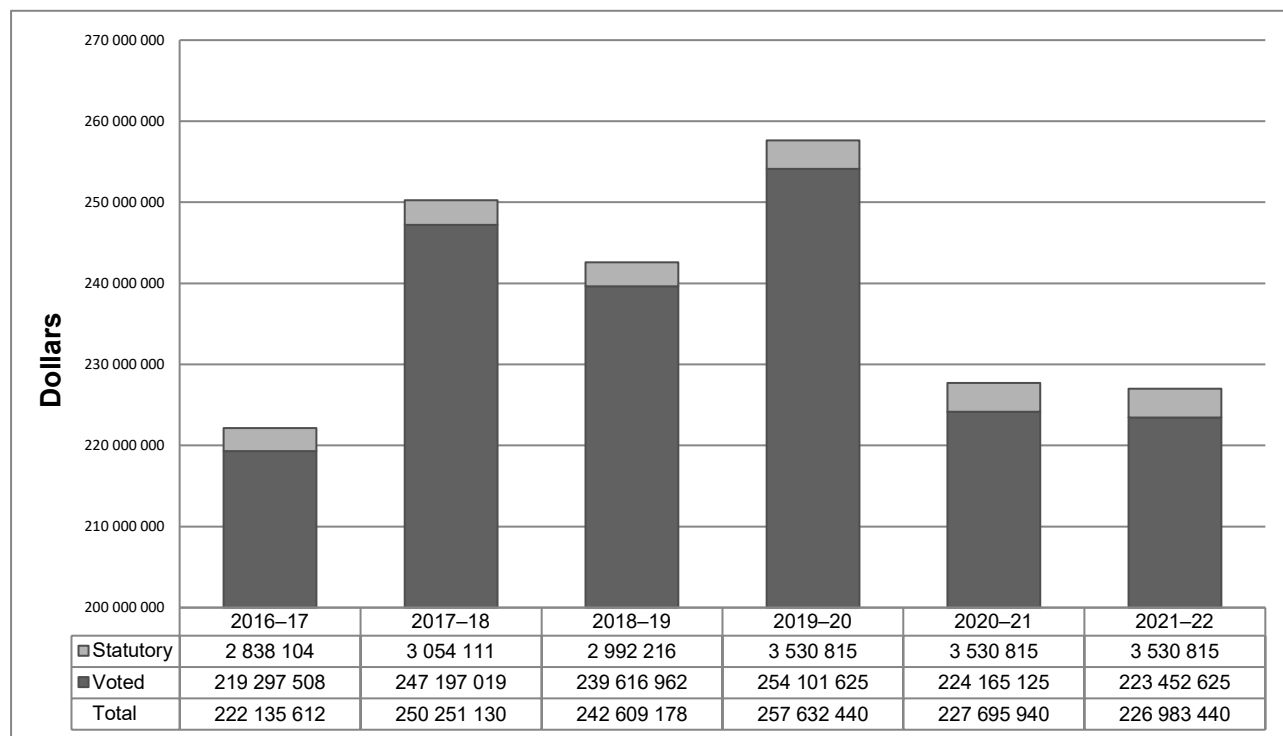
This focus on client service and delivery will also guide the Agency as it builds awareness of its new programming streams through public announcements, news releases and the use of digital communications platforms. Through its commitment to engaging with local communities and stakeholders, the Agency will hold roundtables following the launch of its renewed mandate with stakeholders across southern Ontario, taking positive steps to create stronger businesses, networks and communities, now and into the future.

FedDev Ontario will focus on effective organizational oversight and safeguarding financial and other resources through innovation and streamlined processes. The Agency will continue to support the work of the Ontario Federal Council in support of the collaboration and coordination of government-wide initiatives and priorities in the Ontario region such as Beyond 2020 public service renewal framework, people and talent management, and discussions leading to healthy and respectful workplaces.

Spending and human resources

Planned spending

Departmental spending trend graph



Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2016–17 Expenditures ¹	2017–18 Expenditures ²	2018–19 Forecast spending ³	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
Economic Development in Southern Ontario	205,819,505	233,600,846	226,640,387	242,116,200	242,116,200	212,086,979	211,374,479
Subtotal	205,819,505	233,600,846	226,640,387	242,116,200	242,116,200	212,086,979	211,374,479
Internal Services	16,316,107	16,650,284	15,968,791	15,516,240	15,516,240	15,608,961	15,608,961
Total	222,135,612	250,251,130	242,609,178	257,632,440	257,632,440	227,695,940	226,983,440

¹ Total authorities used for the fiscal year, as provided in 2016–17 Public Accounts.

² Total authorities used for the fiscal year, as provided in 2017–18 Public Accounts.

³ Total forecast spending for the fiscal year.

To support the delivery of its core responsibility, FedDev Ontario's financial resources for 2019–20 total \$257.6 million, of which \$224.9 million is allocated to grants and contributions to support economic development in southern Ontario. A further \$32.7 million has been allocated to support the operating costs of delivering programming and to provide Internal Services. FedDev Ontario's 2019–20 planned spending of \$257.6 million, compared to its 2018–19 forecasted spending of \$242.6 million represents a net increase of \$15 million, which is primarily attributed to an increase in contributions of \$12.8 million and an increase of \$2.2 million in operating and statutory authorities.

FedDev Ontario operates on a five-year mandate, with 2019–20 being the first year of its new cycle. Increase in funding in 2019–20 reflects ramping up of activities related to the first year of Agency's third mandate.

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Forecast full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Economic Development in Southern Ontario	114	117	111	116	116	116
Subtotal	114	117	111	116	116	116
Internal Services	112	116	119	124	124	124
Total	226	233	230	240	240	240

With the announcement of its renewal and the role of RDAs as a flagship innovation platform under Budget 2018, FedDev Ontario's human resources are an integral part of its program delivery to Canadians. To support a client-centric approach to program and service delivery, the Agency anticipates the level of resources to be 240 for 2019–20 onward.

Estimates by vote

Information on the Federal Economic Development Agency for Southern Ontario's organizational appropriations is available in the [2019–20 Main Estimates](#).^{vii}

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Federal Economic Development Agency for Southern Ontario's operations. The forecast of

financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Federal Economic Development Agency for Southern Ontario's website](#).^{viii}

Future-Oriented Condensed Statement of Operations
for the year ending March 31, 2020 (dollars)

Financial information	2018–19 Forecast results	2019–20 Planned results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total expenses	177,662,677	193,965,503	16,302,826
Total revenues	20,033	0	20,033
Net cost of operations before government funding and transfers	177,642,644	193,965,503	16,322,859

Total planned expenses for fiscal year 2019–20 are \$194.0 million, an increase of \$16.3 million from 2018–19 forecasted results. The year-over-year projected increase reflects the launch of the Agency's third mandate and new suite of programming in fiscal year 2019–20. The planned results exclude repayable contribution payments, which are estimated to be \$70.2 million in 2019–20; these are classified as assets.

Total revenues represent the gain on the disposal of capital assets.

Additional information

Corporate information

Organizational profile

Appropriate minister:

Minister of Innovation, Science and Economic Development:

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

Institutional head:

James Meddings

Ministerial portfolio:

Innovation, Science and Economic Development

Enabling instruments:

[Order in Council P.C. 2009-1410](#)^{ix} 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](#)^x 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

Other:

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

“Raison d'être, mandate and role: who we are and what we do” is available on the [Federal Economic Development Agency for Southern Ontario's website](#).^{xi}

Reporting framework

The Federal Economic Development Agency for Southern Ontario's Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

	Core Responsibility: Economic Development in Southern Ontario	
	Departmental Results Framework	Program Inventory
Departmental Results Framework	Departmental Result: Communities are economically diversified in southern Ontario	Indicator: Percentage of SMEs that are majority-owned by women Indigenous people, youth, visible minorities and persons with disabilities in southern Ontario
		Indicator: Percentage of professional, science and technology-related jobs in southern Ontario's economy
		Indicator: Amount leveraged per dollar invested by FedDev Ontario in community projects
	Departmental Result: Businesses in southern Ontario invest in the development and commercialization of innovative technologies	Indicator: Value of BERD by firms receiving FedDev Ontario program funding (in dollars)
		Indicator: Percentage of companies engaged in collaborations with higher education institutions in southern Ontario
	Departmental Result: Businesses in southern Ontario are innovative and growing	Indicator: Number of high-growth firms in southern Ontario
		Indicator: Value of exports of goods (in dollars) from southern Ontario
		Indicator: Value of exports of clean technologies (in dollars) from southern Ontario
		Indicator: Revenue growth rate of firms supported by FedDev Ontario programs
	Internal Services	
Program Inventory	Business Scale-up and Productivity	
	Regional Innovation Ecosystem	
	Community Economic Development and Diversification	

Changes to the approved reporting framework since 2018–19

As FedDev Ontario heads into its third five-year mandate, it will remain committed to the development of a strong and diversified southern Ontario economy. The Agency will fuel economic growth through innovation and create more well-paying jobs for Canadians through its new funding streams: Business Scale-up and Productivity, Regional Innovation Ecosystem and Community Economic Development and Diversification. The new streams reflect FedDev Ontario's new Program Inventory, streamlining its existing nine programs to the three streams, ensuring a common set of performance indicators among all RDAs and clearer results for Canadians.

Concordance table

Structure	2019–20	2018–19	Change	Rationale for change
CORE RESPONSIBILITY	Economic Development in southern Ontario	Economic Development in southern Ontario	No change	Not applicable
PROGRAM	Business Scale-up and Productivity	Not applicable	New program	Note 1
PROGRAM	Regional Innovation Ecosystem	Not applicable	New program	Note 1
PROGRAM	Community Economic Development and Diversification	Not applicable	New program	Note 2
PROGRAM	Not applicable	Advanced Manufacturing	Program ended	Note 1
PROGRAM	Not applicable	Commercialization Partnerships	Program ended	Note 1
PROGRAM	Not applicable	Business Investments	Program ended	Note 1
PROGRAM	Not applicable	Business Growth and Productivity	Program ended	Note 1
PROGRAM	Not applicable	Business Services	Program ended	Note 1
PROGRAM	Not applicable	Community Futures Program	Program ended	Note 2
PROGRAM	Not applicable	Eastern Ontario Development Program	Program ended	Note 2
PROGRAM	Not applicable	Official Language Minority Communities	Program ended	Note 2
PROGRAM	Not applicable	Regional Diversification	Program ended	Note 2

Note 1: Following its renewal and launch of a third mandate, FedDev Ontario and other RDAs across Canada have simplified their business innovation programming into two common streams.

Note 2: For its third mandate, the Agency has simplified some of its community economic development programs under one stream of programming.

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources and results related to the Federal Economic Development Agency for Southern Ontario's Program Inventory is available in the [GC InfoBase](#).^{xii}

Supplementary information tables

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

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs of \\$5 million or more](#)
- ▶ [Disclosure of transfer payment programs under \\$5 million](#)
- ▶ [Gender-based analysis plus](#)

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](#).^{xiv} 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, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

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

Departmental Result (résultat ministériel)

Any change 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)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report 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.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Gender-based Analysis Plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Plan, 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 initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance information profile (profil de l'information sur le rendement)

The document that identifies the performance information for each program from the program inventory.

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

priority (priorité)

A plan or project 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 Departmental Results.

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 of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

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 Business Scale-up and Productivity (BSP) stream,
<http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02466.html?OpenDocument>
- ii Regional Innovation Ecosystems (RIE) stream,
<http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02474.html?OpenDocument>
- iii Community Economic Development and Diversification (CEDD) stream,
<http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02475.html?OpenDocument>
- iv Accelerated Growth Service (AGS),
http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_02423.html?OpenDocument
- v Industrial and Technological Benefits (ITB),
<http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02137.html?OpenDocument>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- viii Future Oriented Statement of Operations, <http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02488.html>
- ix Order in Council P.C. 2009-1410, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2009-1411&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=21294&blnDisplayFlg=1>
- x Order in Council P.C. 2009-1411, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2009-1411&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=21295&blnDisplayFlg=1>
- xi Raison d'être, mandate and role: who we are and what we do,
<http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02494.html>
- xii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii Supplementary information tables, <http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02494.html>
- xiv Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>