

# Federal Economic Development Agency for Southern Ontario

2020–21

## **Departmental Plan**

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The Honourable Mélanie Joly, P.C., M.P.  
Minister of Economic Development and Official  
Languages

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## From the Minister

It is my pleasure to present the 2020–21 Departmental Plan for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). Across the Innovation, Science and Economic Development (ISED) portfolio, we are working to enhance Canada's innovation performance, improve conditions for business growth, increase Canada's share of global trade and open new opportunities for international investment.

We understand that the path to economic prosperity varies from region to region. Through the regional development agencies (RDAs), we will continue to support regional economic development that is responsive to the unique opportunities and challenges across the country. We will also encourage opportunities to increase trade and investment in key sectors that are economic drivers for the regions, including work that will build on the new Federal Tourism Growth Strategy.

In 2020–21, FedDev Ontario will continue to invest in businesses and not-for-profit organizations in urban and rural communities as a permanent partner in economic development across southern Ontario. With regional expertise and awareness of emerging opportunities, FedDev Ontario is ready to invest in key sectors and form strong partnerships that will expand regional innovation ecosystems and create inclusive opportunities for growth.

Together, we will deliver on our commitment to fostering a dynamic and growing economy that creates jobs, attracts global investment, respects environmental goals and presents opportunities for a good quality of life for all Canadians.



**The Honourable Mélanie Joly**  
Minister of Economic Development  
and Official Languages



## Plans at a glance

The mandate of the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) is to strengthen southern Ontario's capacity for innovation, economic development and growth. The Agency works towards this goal by providing funding opportunities and business services that:

- Support businesses' efforts to scale-up, create jobs and boost their productivity;
- Strengthen regional innovation ecosystems; and,
- Support communities to develop and diversify their economies.

FedDev Ontario is also a convenor, pathfinder and champion for the region, working across federal departments and other levels of government to align efforts for sustainable economic growth and development across southern Ontario.

In 2020–21, the Agency plans to focus its activities on the following four key priorities:

- Supporting the Government's priorities by responding to unique challenges and opportunities for growth in southern Ontario communities, including its rural areas;
- Contributing to the economic growth of the region as a trusted partner for businesses, communities, not-for-profit organizations and other government departments;
- Convening federal departments to advance the interests of the region; and,
- Ensuring effective internal operations.

### **Supporting the Government's priorities by responding to unique challenges and opportunities for growth in southern Ontario communities, including its rural areas**

Comprised of 288 communities, from Canada's largest city to small towns and rural areas, the diverse economic situations in southern Ontario require adaptable and unique approaches. To better understand the needs of the region and position the Agency as a permanent partner beyond 2024, FedDev Ontario conducted a series of more than twenty roundtables and an online consultation in 2019. A variety of communities, businesses and other stakeholders shared insights that informed the development of FedDev Ontario's regional growth strategy and forward plans. In 2020–21, the Agency will leverage its programs to continue engagement with communities across the region and support their efforts to diversify their economies, build resilience and vitality, and benefit from emerging economic opportunities.

Through strategic investments and outreach activities, the Agency is continuing its efforts to increase the participation of traditionally underrepresented groups in the southern Ontario economy, including women, youth, Francophone communities and Indigenous peoples. FedDev Ontario will continue its support of projects that were approved in 2019 under the Women Entrepreneurship Strategy (WES) Ecosystem Fund, a fund that helps women start and grow their businesses and provides improved access to financing, talent, networks and expertise. In

addition, the Agency will continue to deliver on the Economic Development Initiative, supporting Francophone communities in the region, and the Community Futures Program that targets economic development in rural areas through a network of Community Futures Development Corporations.

The Agency will also explore opportunities to support the Government’s commitment to tourism infrastructure as part of the Federal Tourism Growth Strategy, which aims to leverage the tourism sector to drive growth and support jobs across Canada. FedDev Ontario will continue its delivery to projects that were approved in 2019 under the Canadian Experiences Fund, a fund that supports communities across Canada as they create and enhance tourism products, facilities and experiences.

In addition, FedDev Ontario will continue to work with Indigenous organizations, businesses and communities on economic development projects. As an example of this ongoing commitment, the Agency is supporting the creation of the Indigenous Centre for Innovation and Entrepreneurship (ICIE), a new business incubator and accelerator dedicated to Indigenous entrepreneurs with the aim to support over 400 Indigenous businesses in the city of Toronto and across the region, and providing online services and support across Canada. ICIE is being developed with the City of Toronto and is expected to open its doors in early 2021.

**Contributing to the economic growth of the region as a trusted partner for businesses, communities, not-for-profit organizations and other government departments**

In 2020–21, FedDev Ontario will continue to work closely with other regional development agencies (RDAs), Innovation, Science and Economic Development Canada and its superclusters, the National Research Council’s Industrial Research Assistance Program, the Ontario government and the Trade Commissioner Service. With this continued and enhanced collaboration we aim to strengthen ties across the innovation ecosystem and deliver results for southern Ontario that are tangible, transparent and measurable.

FedDev Ontario will continue its direct-to-business investments through its Business Scale-up and Productivity (BSUP) stream. This stream helps firms expand and create impactful jobs, commercialize new products and services, enter new markets and invest in technology that increases their productivity. Through its Regional Innovation Ecosystem (RIE) stream, FedDev Ontario will support the broader ecosystem with investments that strengthen ties between businesses and the region’s universities and research institutions. Investments through RIE will also support ecosystem catalysts, including business incubators and accelerators. The Agency will explore opportunities to strengthen links between the region’s urban and rural areas to help bring the opportunities and benefits of key innovation drivers to more of its communities through its Community Economic Development and Diversification (CEDD) stream.



**Convening federal departments to advance the interests of the region**

FedDev Ontario is a trusted, long-term partner and resource for southern Ontario’s businesses, entrepreneurs and community organizations. As a champion, pathfinder and convenor in southern Ontario, the Agency 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. The Agency will convene federal departments to better inform and support the development of federal programs and policies that positively affect the economy for the region.

**Ensuring effective internal operations**

FedDev Ontario relies on efficient internal operations for effective delivery of its programs and services across southern Ontario. In 2020–21, the Agency will continue to examine opportunities for increased effectiveness through research and analysis, policy development, program evaluation and the strengthening of performance measurement results. FedDev Ontario will continue to implement organizational initiatives to strengthen 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, and by streamlining processes and continuing with effective talent management that support workforce renewal and meeting business priorities. The Agency will continue regular reviews of internal control mechanisms to ensure ongoing stewardship of public funds.

For more information on the FedDev Ontario’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.



## Core responsibilities: planned results and resources, and key risks

### Economic Development in Southern Ontario

#### Description

The Federal Economic Development Agency for Southern Ontario works to strengthen southern Ontario's capacity for innovation, economic development and growth.

#### Planning highlights

Budget 2019 provided FedDev Ontario with permanent funding, enabling the Agency to be a reliable, long-term and trusted partner to southern Ontario communities, businesses and entrepreneurs. FedDev Ontario will continue to support the delivery of the Government's priorities in ways that are responsive to the unique challenges and opportunities that exist across southern Ontario. In 2020–21, the Agency will continue to leverage its role as a convenor and champion for the region.

#### **Departmental Result:** Communities are economically diversified in southern Ontario

In support of the economic development and diversification of southern Ontario communities, FedDev Ontario will make targeted investments that build on existing regional strengths and provide growth opportunities for traditionally underrepresented groups. These groups include Indigenous peoples, women, Francophone communities and youth. In 2020–21, FedDev Ontario will make investments through its Community Economic Development and Diversification (CEDD) stream to promote the development of small businesses and help create and maintain skilled jobs in communities outside of large urban centres.

In addition, the Agency will continue to deliver two national initiatives through the CEDD stream: the Economic Development Initiative (EDI), which supports the needs of Official Language Minority Communities in southern Ontario, and the Community Futures Program (CFP), which supports communities and small business development in rural areas and Indigenous communities.

FedDev Ontario will continue its work to help eliminate the barriers faced by traditionally underrepresented groups, especially the Indigenous peoples of the region. Through a variety of means, the Agency will continue to provide training for its staff to improve its capacity in this area.

In May of 2019, the Government of Canada released a Federal Tourism Growth Strategy, which aims to bolster growth and diversity by enhancing and developing experiences that attract tourists to all regions of the country. As part of this strategy, FedDev Ontario will support the development of tourism as an economic driver by delivering the Canadian Experiences Fund

(CEF) to the southern Ontario region, partnering with Destination Canada to co-lead the development of regional tourism investment group(s) and working to implement the Tourism Communities Fund.

<p><b>Departmental Result:</b> Businesses in southern Ontario invest in the development and commercialization of innovative technologies</p>
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To support southern Ontario businesses as they invest in the development and commercialization of innovative technologies, products and processes, the Agency will make strategic investments in high-potential firms, with a focus on priority areas for the Government of Canada and areas of competitive advantage for southern Ontario. These investments include existing (e.g. finance, automotive, aerospace, life sciences, information and communications technologies, and agri-foods) and emerging strengths (e.g. artificial intelligence / big data, connected and autonomous vehicles, cybersecurity, fintech, regenerative medicine and quantum computing, among others) through the Business Scale-up and Productivity (BSUP) stream.

In 2020–21, FedDev Ontario will invest in the region’s entrepreneurial environment through the Regional Innovation Ecosystem (RIE) stream. By leveraging key innovation assets and collaborating with business accelerators and incubators (BAIs), the Agency will help to foster an entrepreneurial environment conducive to innovation, growth and competitiveness. These collaborations will serve to take the risk out of investments in emerging sectors and will clear the way for product commercialization and critical first sales. As an example, the Agency in partnership with the city of Toronto, is supporting the creation of the Indigenous Centre for Innovation and Entrepreneurship (ICIE), a BAI dedicated to Indigenous entrepreneurs with the aim to support over 400 Indigenous businesses in the city of Toronto and across the region, and providing online services and support across Canada. ICIE is expected to open its doors in early 2021.

<p><b>Departmental Result:</b> 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 BSUP stream, FedDev Ontario will invest in and support businesses, including high-growth firms, at various stages of development to accelerate their growth, assist them in scaling up, enhance their productivity and increase their competitiveness in both domestic and global markets. The Agency will also continue to support businesses growth and innovation through the RIE stream to create, grow and develop strong and inclusive regional networks, as well as foster the entrepreneurial environment necessary for more innovative regional economies.

FedDev Ontario will also continue to deliver the Accelerated Growth Service. This initiative offers a coordinated and client-tailored service model to support Canadian businesses as they grow, innovate and increase their capability to succeed in global markets.

FedDev Ontario has made significant investments to support greater inclusion of women in the southern Ontario economy through delivery of the Women Entrepreneurship Strategy (WES). The Women Entrepreneurship Fund (WEF) and the WES Ecosystem Fund are helping women entrepreneurs grow their businesses through access to financing, talent, networks and expertise. The WEF projects support the growth of women-owned and women-led businesses and assist them in pursuing new market opportunities. The WES Ecosystem projects include a diverse range of partnerships. The fund will continue to focus on providing incremental services (accelerator services, export support, networking and coaching) to women entrepreneurs. Funding in both programs are also supporting initiatives and projects for Indigenous peoples, women with disabilities and social enterprises. A number of WEF projects have a sectoral focus, with several in the agri-food and manufacturing sectors as well as in the science, technology, engineering and mathematics (STEM) field.

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 Policy, which leverages economic benefits for southern Ontario from Canadian defence procurements to create jobs and economic growth for Canadians. Building on the success of its 2019–20 defence business development activities, FedDev Ontario will continue in 2020–21 to promote southern Ontario companies and researchers to global defence contractors seeking to do business in Canada.

### **Gender-based analysis plus**

FedDev Ontario's programs and services are designed to advance diversity and provide inclusive outcomes across southern Ontario. To better understand and measure the reach of the Agency's programs, FedDev Ontario's funding application forms include a voluntary declaration section for underrepresented groups (including women, Indigenous peoples, Official Language Minority Communities, youth, persons with disabilities, newcomers and visible minorities). To create conditions for inclusive regional economic development, the Agency will continue to work towards establishing more robust Gender-based Analysis Plus (GBA+) practices at the project assessment phase and will invest in more projects that advance the economic participation of underrepresented groups.

Additionally, the Agency will continue targeted outreach with a diverse range of stakeholders and leverage its RIE not-for-profit stakeholders to develop strong and inclusive regional networks that offer improved support for underrepresented groups. FedDev Ontario will also

consider new approaches towards outreach to further increase participation of underrepresented groups.

### **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

FedDev Ontario shares the vision, outlined in the United Nations' (UN) 2030 Agenda for Sustainable Development and the UN SDGs, for global partnership to advance peace and prosperity. The Agency's delivery of regional programs (BSUP, RIE and CEDD) and ongoing and temporary national programs (CFP, EDI, WES and CEF) directly advance the targets associated with SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities) and SDG 12 (Responsible Consumption and Production).

FedDev Ontario contributes to progress on SDG 8 (Decent Work and Economic Growth) by investing in economic growth, productivity and diversification through projects that promote job creation, entrepreneurship, innovation and small- and medium-sized enterprise (SME) growth. The Agency's delivery of programming also advances SDG 9 (Industry, Innovation and Infrastructure) by supporting initiatives that promote inclusive and sustainable industry, increase integration of SMEs into value chains and markets and invest in clean technology and process adoption.

The Agency contributes to the advancement of SDG 11 (Sustainable Cities and Communities) through its CEDD stream, supporting positive economic, social and environmental links between urban, peri-urban and rural areas. The Agency also contributes to the goal by championing southern Ontario's communities and convening key stakeholders to strengthen national and regional development planning.

FedDev Ontario supports progress on SDG 12 (Responsible Consumption and Production) by investing in clean technologies and clean technology firms. The Agency is also committed to the Federal Sustainable Development Strategy's targets for sustainable public procurement practices, including the reduction of greenhouse gas emissions (GHG) from federal government fleets and sustainable procurement and asset management practices.

### **Experimentation**

FedDev Ontario engages in a culture of experimentation through the appointment of a Champion of Experimentation and Innovation for the Agency. The role leads an ongoing initiative to encourage employees to bring forward experimental pilot projects. The employee develops a

proposal presentation that lays out the challenge, the proposed solution and its requirements and how success will be measured. Examples to date include:

- the creation of a Partnership Measurement Index to guide, measure and report on the Agency's impact as it relates to partnerships, currently in the testing phase; and,
- a new approach to engaging businesses outside of traditional referral methods, such as partnering with BAIs to hold targeted pop-up sessions on skills retention and attraction that will reach the wider business community.

### Key risks

FedDev Ontario's impact is influenced by the broader macroeconomic environment. The prosperity of the southern Ontario economy is heavily influenced by the ability of the region's businesses to access markets, particularly the United States, and on foreign inward investments. Shifts in the global market, changes to southern Ontario's market access and/or slower economic growth could all impact investment decisions, growth and the exports of southern Ontario businesses. Current economic forecasts expect growth to moderate in the coming years, in line with the United States and the Canadian economy more broadly. Slowing growth may affect the ability of projects funded by the Agency to fully realize their expected outcomes.

To mitigate these risk, FedDev Ontario undertakes rigorous due diligence on the projects it supports. The Agency monitors recipients and performs timely research and analysis to ensure that its programming and project investment decisions reflect both forward-looking economic expectations and trends as well as the Government's priorities. The downward trend in growth is also mitigated by the Agency's targeted interventions, which bolster economic growth in the region. The Agency further mitigates this risk through a continuous and open dialogue with a wide variety of regional stakeholders, monitoring of the regional economic landscape and adjustments as may be necessary in response to challenges and opportunities that may arise.

### Planned results for economic development in southern Ontario

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Communities are economically diversified in southern Ontario	Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with	At least 15.1% SMEs are majority-owned by women	March 31, 2021	Not available	Women: 15.1% <sup>1</sup> Indigenous: 1% <sup>1</sup> Youth: 16% <sup>1</sup>	Women: 15.1% <sup>1</sup> Indigenous: 1% <sup>1</sup> Youth: 16% <sup>1</sup>

	disabilities in southern Ontario	At least 1% SMEs are majority-owned by Indigenous people At least 16% SMEs are majority-owned by youth At least 16.2% SMEs are majority-owned by visible minorities At least 0.8% SMEs are majority-owned by persons with disabilities			Visible minorities: 16.2% <sup>1</sup> Persons with disabilities: 0.8% <sup>1</sup>	Visible minorities: 16.2% <sup>1</sup> Persons with disabilities: 0.8% <sup>1</sup>
	Percentage of professional, science and technology related jobs in southern Ontario's economy	At least 35.1%	March 31, 2021	36.1%	35.1%	35.3%
	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.00	March 31, 2021	\$1.47	\$2.52	\$3.29
Businesses in southern Ontario invest	Value of business expenditure on research and	At least \$100.92M	March 31, 2021	\$100.92M <sup>2</sup>	\$100.92M <sup>2</sup>	\$100.92M <sup>2</sup>



in the development and commercialization of innovative technologies	development by firms receiving FedDev Ontario program funding (in dollars)					
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	At least 21.5%	March 31, 2021	Not available	21.5% <sup>3</sup>	21.5% <sup>3</sup>
Businesses in southern Ontario are innovative and growing	Number of high-growth firms in southern Ontario	At least 4,190	March 31, 2021	Not available	4,200	4,190
	Value of exports of goods (in dollars) from Ontario	At least \$188.5B	March 31, 2021	\$193.1B	\$188.5B	\$190.9B
	Value of exports of clean technologies (in dollars) from southern Ontario	TBD <sup>4</sup>	March 31, 2021	Not available	Not available	Not available
	Revenue growth rate of firms supported by FedDev Ontario programs	At least 7.85%	March 31, 2021	18.80%	7.85%	13.45%

<sup>1</sup> Actual results are based on the latest available data from 2017 Statistics Canada survey on financing and growth of SMEs.

<sup>2</sup> Actual results are based on the latest available 2016 data from Statistics Canada.

<sup>3</sup> Actual results are based on the latest available data from 2017 Statistics Canada survey of innovation and business strategy.

<sup>4</sup> To be determined (TBD). 2020–21 may be used as baseline year. A target may be established for 2021–22 if data is available.

Financial, human resources and performance information for the FedDev Ontario's program inventory is available in the [GC InfoBase](#).<sup>i</sup>

Planned budgetary financial resources for economic development in southern Ontario (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
239,480,721	239,480,721	217,751,623	215,824,182

Financial, human resources and performance information for the FedDev Ontario's program inventory is available in the [GC InfoBase](#).<sup>ii</sup>

Planned human resources for economic development in southern Ontario

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
172	170	170

Financial, human resources and performance information for the FedDev Ontario's program inventory is available in the [GC InfoBase](#).<sup>iii</sup>

## Internal Services: planned results

### 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

### Planning highlights

In 2020–21, FedDev Ontario will continue to work toward excellence in all areas of internal services by focusing on collaboration, innovation, modernization and engagement, while building and diversifying its workforce to improve service delivery. As the Agency transitions to permanent operations, Internal Services will adapt to ensure alignment with new business priorities and requirements.

FedDev Ontario will build on its recent recognition as one of Waterloo Area's Top Employers 2019 by continuing to promote a safe, healthy and rewarding work environment and support mental health and wellness in the workplace through initiatives that encourage respect, diversity, inclusivity and accessibility.

FedDev Ontario will work with the Agency's new Minister and Parliamentary Secretary to support the priorities outlined in the Minister's mandate letter. This will be achieved through clear communications, well-organized events and promotion of the Agency's impact and reach in southern Ontario through events, announcements, success stories and our web and social media platforms. The Agency will also invite clients to promote the Agency's support and services to their networks.

FedDev Ontario's Corporate Services Branch will continue to focus on effective organizational oversight and on safeguarding financial and other resources. The Branch will continue activities already underway to review and assess internal controls over financial management and design a validation exercise of the business unit to assess and improve operational efficiency.

Through the Ontario Federal Council, the Agency will support the collaboration and coordination of government-wide initiatives and priorities such as Beyond 2020 public service renewal framework, people and talent management, and discussions leading to healthy and respectful workplaces.

With an ongoing emphasis on regional economic development aligned with the Government's overall economic plan, FedDev Ontario's human resources are an integral part of the Agency's commitment to excellence as a flagship innovation platform, a solution-oriented partner and an employer of choice. To this end, the Human Resources Branch will continue its client-centric approach with an emphasis on talent management, a healthy, diverse and inclusive workplace and ongoing efforts for pay stabilization for 2020–21.

FedDev Ontario will continue to localize and implement the common Grants and Contributions Program Management business system across the Agency and in collaboration with other RDAs.

FedDev Ontario will maintain a strong focus on results and impact through ongoing performance measurement and evaluation and analysis of its programs and services. It will continue to ensure that activities and budgetary resources align with Government priorities and the Agency's mandate, and that its planning and decision-making processes demonstrate openness and transparency.

#### Planned budgetary financial resources for Internal Services (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
12,675,425	12,675,425	12,399,369	12,413,973

#### Planned human resources for Internal Services

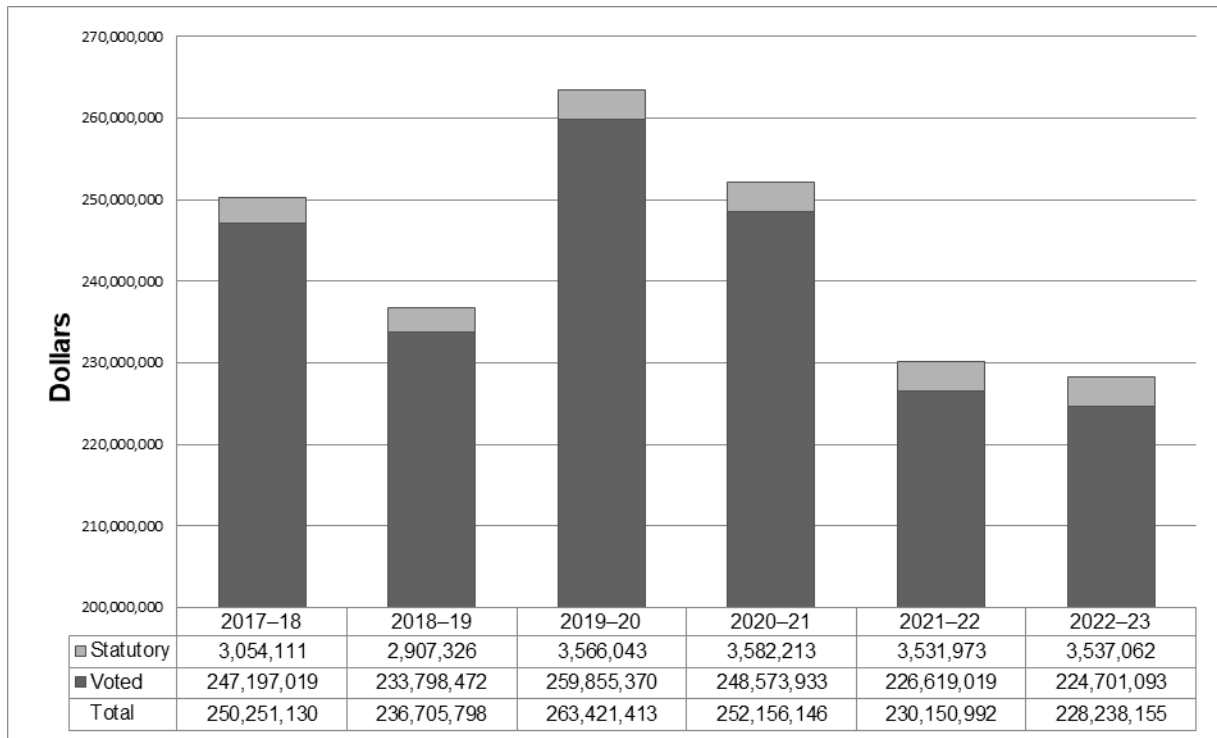
2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
93	92	92

## Spending and human resources

### Planned spending

Departmental spending 2017–18 to 2022–23

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



## Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the FedDev Ontario's core responsibilities and Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures <sup>1</sup>	2018–19 expenditures <sup>2</sup>	2019–20 forecast spending <sup>3</sup>	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Economic Development in Southern Ontario	233,600,846	220,057,754	250,524,599	239,480,721	239,480,721	217,751,623	215,824,182
<b>Subtotal</b>	233,600,846	220,057,754	250,524,599	239,480,721	239,480,721	217,751,623	215,824,182
Internal Services	16,650,284	16,648,044	12,896,814	12,675,425	12,675,425	12,399,369	12,413,973
<b>Total</b>	250,251,130	236,705,798	263,421,413	252,156,146	252,156,146	230,150,992	228,238,155

<sup>1</sup> Total authorities used for the fiscal year, as provided in 2017–18 Public Accounts.

<sup>2</sup> Total authorities used for the fiscal year, as provided in 2018–19 Public Accounts.

<sup>3</sup> Total forecast spending for the fiscal year.

To support the delivery of its core responsibilities, FedDev Ontario's financial resources for 2020–21 total \$252.2 million, of which \$218.2 million is allocated to grants and contributions to support economic development in southern Ontario. A further \$34 million has been allocated to support the operating costs of delivering programming and to provide Internal Services. FedDev Ontario's 2020–21 planned spending of \$252.2 million, compared to its 2019–20 forecasted spending of \$263.4 million, represents a net decrease of \$11.2 million. The net decrease is primarily attributed to a decrease in contributions reflecting the sunsetting of the 2019–20 Steel and Aluminum Initiative (\$39.4 million), offset against other reprofiles such as transfer of \$25 million from 2019–20 to 2018–19 for the Regional Economic Growth Through Innovation program.

The decreased planned spending in Internal Services reflects a realignment of spending from internal services to program delivery. This is following an extensive review of the Agency's business units whose work is attributable to the delivery of programming, and feeds into the results of the Agency's core responsibilities. Reporting of these business units has been realigned to accurately reflect the nature of their work and to better align to central agency internal services policy.

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the FedDev Ontario's departmental results framework and to Internal Services for the years relevant to the current planning year.

### Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Economic Development in Southern Ontario	117	112	173	172	170	170
<b>Subtotal</b>	117	112	173	172	170	170
Internal Services	116	120	95	93	92	92
<b>Total</b>	233	232	268	265	262	262

With a transition to a new mandate and permanent funding, the Agency has increased its operating and human resources to support the delivery of programing and internal services. The forecast growth from 232 to 265 FTE is reflective of the stabilization of agency resourcing and investments made to ensure effective ongoing operations, as well as funding received for time-limited programing such as the Women Entrepreneurship Strategy and Innovation and Skills Plan.

The decrease of FTEs planned for Internal Services and subsequent increase in FTEs for Economic Development in Southern Ontario reflects the work underway in the Agency to attribute and report key business units and resources that support the delivery of grants and contributions programming accurately.

## Estimates by vote

Information on the FedDev Ontario's organizational appropriations is available in the [2020–21 Main Estimates](#).<sup>iv</sup>

## Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the FedDev Ontario's operations for 2019–20 to 2020–21.

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

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

Condensed future-oriented statement of operations for the year ending  
March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	172,375,579	184,073,898	11,698,319
Total revenues	0	0	0
Net cost of operations before government funding and transfers	172,375,579	184,073,898	11,698,319



## Corporate information

### Organizational profile

**Appropriate minister:**

**Minister of Economic Development and Official Languages:**

The Honourable Mélanie Joly, P.C., M.P.

**Institutional head:**

James Meddings

**Ministerial portfolio:**

Innovation, Science and Economic Development

**Enabling instrument(s):**

[Order in Council P.C. 2009-1410](#)<sup>v</sup> 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](#)<sup>vi</sup> 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

### 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 FedDev Ontario's [website](#).

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).

### Operating context

Information on the operating context is available on the FedDev Ontario's [website](#).

## Reporting framework

The FedDev Ontario's approved departmental results framework and program inventory for 2020–21 are as follows.

### **Core Responsibility: Economic Development in Southern Ontario**

#### **Internal Services**

#### **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 business expenditure on research and development 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 Ontario
- Indicator: Value of exports of clean technologies (in dollars) from southern Ontario
- Indicator: Revenue growth rate of firms supported by FedDev Ontario programs

#### **Program Inventory**

Business Scale-up and Productivity

Regional Innovation Ecosystem

Community Economic Development and Diversification

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources and results related to the FedDev Ontario's program inventory is available in the [GC InfoBase](#).<sup>vii</sup>

## Supplementary information tables

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

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)

## Federal tax expenditures

The FedDev Ontario's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#) <sup>viii</sup>. The report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

### Mailing address

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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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

### **departmental priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result (résultat ministériel)**

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

### **departmental results framework (cadre ministériel des résultats)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and

improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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 assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2020–21 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 in which two or more federal organizations 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 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.

**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.

**strategic outcome (résultat stratégique)**

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

**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

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- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. Order in Council P.C. 2009-1410 <https://orders-in-council.canada.ca/attachment.php?attach=21294&lang=en>
- vi. Order in Council P.C. 2009-1411, <https://orders-in-council.canada.ca/attachment.php?attach=21295&lang=en>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>