

Federal Economic Development Agency for Southern Ontario

2021–22

Departmental Plan

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

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From the Minister

The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) and the Innovation, Science and Economic Development (ISED) portfolio are working to position Canada as an innovation leader on the global stage by fostering a diverse, growing, competitive, sustainable and inclusive economy for all Canadians.

While the Government of Canada’s priority continues to be fighting COVID-19 and protecting Canadians’ health and safety, the ISED portfolio is committed to fostering conditions for investment, enhancing Canadian innovation, and driving growth in key sectors. Together, we will strengthen the Canadian economy and restore consumer confidence through strategic actions, including investing in training for workers, and supporting Canadian businesses as they adapt and grow in a knowledge-based economy.



FedDev Ontario remains committed to supporting businesses, organizations and communities across southern Ontario as they work to navigate the challenges of the pandemic and as they position themselves for future resilience and growth. FedDev Ontario will accomplish this by delivering targeted Government of Canada relief measures and by partnering with external and important delivery agents, including Community Futures Development Corporations, to make strategic investments in local businesses and organizations throughout the region. The Agency will also continue to forge key partnerships and make core investments in projects that will strengthen regional economies, create good-paying jobs and demonstrate confidence in the economic landscape of southern Ontario to leverage additional investment.

Finally, in tackling some of today’s most pressing challenges, such as climate change, clean growth and a healthy society, ISED and its portfolio will continue to invest in science and research. We will also ensure that federal research is fully available to the public; that researchers can freely share their work; and that evidence-based approaches are utilized when the Government makes decisions. In doing so, we will facilitate the kind of new discoveries made by Canada’s leading researchers and academics that help us all.

Together with Canadians of all backgrounds, regions and generations, we are building a strong culture of innovation to position Canada as a leader in the global economy. For more information, it is our pleasure to present the 2021–22 Departmental Plan for FedDev Ontario.

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 and to promote a dynamic, inclusive and globally competitive southern Ontario. The Agency works toward 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.

In 2021–22, the Agency will continue to support the region through the COVID-19 pandemic and position it for a strong economic recovery, while fostering innovation and growth to support a more resilient economy and contributing to the government's efforts to create one million jobs. This will be achieved by aligning the Agency's activities with the following three priorities:

Supporting businesses and organizations to weather the economic impacts of the COVID-19 pandemic and the transition toward economic recovery

The unprecedented economic impacts of the COVID-19 pandemic have highlighted Agency support and services to businesses and organizations across the region. During 2021–22, FedDev Ontario will support businesses and organizations as the region continues to navigate the pandemic and work toward a strong recovery. The Agency will continue to deliver the Regional Relief and Recovery Fund (RRRF), which is providing critical financial support to businesses and organizations that are unable to access other federal COVID-19 relief programs or that need additional funding. Recognizing that the pandemic has disproportionately impacted some sectors of the economy, FedDev Ontario will continue to provide dedicated support to the tourism industry through the RRRF and through adaption and relief measures for tourism dependent communities under the [Agency's core programming](#). Similarly, in light of the significant economic impact to the air transportation sector, the Agency will deliver the Regional Air Transportation Initiative (RATI), which includes support for regional air travel ecosystems. The Agency will continue to utilize program support and flexibilities to support our clients with the adjustment to the COVID-19 environment.

Supporting the Government's priorities of economic growth, innovation and community diversification

FedDev Ontario will continue to drive economic growth with investments in businesses and organizations through its three core funding streams focused on scaling businesses, building innovation ecosystems and supporting community development. Investments in key areas, such as direct-to-business support through the Business Scale-up and Productivity (BSUP) stream, will help firms expand and create impactful jobs, commercialize new products and services, enter new markets and invest in technology that increases their productivity. The Agency's

investments will support small- and medium-sized enterprise (SME) resilience and growth, positioning southern Ontario's firms for recovery and contributing to the federal commitment to create one million jobs. Through its Regional Innovation Ecosystem (RIE) stream, the Agency will support ecosystem catalysts, including business incubators and accelerators, and invest in projects that support recovery, regional competitiveness and the growth of strategic clusters.

The diverse communities of southern Ontario will be supported through the Community Economic Development and Diversification (CEDD) stream, helping communities attract, develop and retain innovative businesses to become anchor firms in their communities. National programs such as the Community Futures Program will target economic development in rural areas through the network of Community Futures Development Corporations (CFDCs). These trusted partners are instrumental in the rapid delivery of the RRRF in rural communities and continue to support the needs of rural businesses across 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 support the development of federal programs and policies that positively affect the southern Ontario economy.

Supporting clean, diverse and inclusive economic growth

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 Indigenous peoples, members of Official Language Minority Communities (OLMCs), Black people and other racialized groups, persons with disabilities, newcomers to Canada, women, youth and LGBTQ2+ individuals. These underrepresented groups have been disproportionately impacted by the COVID-19 pandemic and require tailored support in order to ensure a successful economic recovery. This includes the delivery of the National Ecosystem Fund through the Black Entrepreneurship Program (BEP), ongoing support through the Women Entrepreneurship Ecosystem Fund, and the ongoing Economic Development Initiative (EDI) which provides support to OLMC communities in the region. FedDev Ontario will continue to champion the [50–30 Challengeⁱⁱ](#) in southern Ontario, working with recipients to increase representation and inclusion of diverse groups within their workplace. The Agency will also continue to support climate action and initiatives to enable a green recovery by prioritizing projects that demonstrate clean growth outcomes, and will promote the development and adoption of clean technologies, green clusters and job growth, including zero-emission vehicles (ZEV) and circular economy initiatives.

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

Core responsibilities: planned results, 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. In 2021–22, 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. 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, members of Official Language Minority Communities (OLMCs), Black people and other racialized groups, persons with disabilities, newcomers to Canada, women, youth and LGBTQ2+ individuals.

In 2021–22, FedDev Ontario will continue to make investments through its Community Economic Development and Diversification (CEDD) stream to promote the development of small and rural businesses, help create and maintain skilled jobs in communities outside of large urban centres and create the conditions necessary for innovative businesses to remain anchored in these communities as they grow.

The COVID-19 pandemic has severely affected communities across southern Ontario. FedDev Ontario will continue to make targeted investments toward their immediate relief and eventual economic recovery. This includes the delivery of the new Regional Air Transportation Initiative (RATI) in southern Ontario to help identify measures to mitigate the impacts of COVID-19 on the air sector, and the ongoing delivery of the Regional Relief and Recovery Fund (RRRF).

Further to the Government of Canada's [Federal Tourism Growth Strategy](#)ⁱⁱⁱ in May 2019, FedDev Ontario will continue to support the region's tourism sector. The pandemic has severely impacted the tourism sector and its economic relief and recovery will remain an Agency priority through specific tourism support investments across southern Ontario. The Agency will deliver targeted relief measures by allocating at least 25% of RRRF funding to support the tourism

sector, as well as through the implementation of a series of adaption and relief measures for tourism dependent communities under the Agency’s core programming.

FedDev Ontario will continue its work to help eliminate barriers faced by traditionally underrepresented groups. Specifically, the Agency will be delivering the Black Entrepreneurship Program’s (BEP) National Ecosystem Fund and will provide ongoing support through the Women Entrepreneurship Strategy (WES). The BEP will allow not-for-profit Black-led organizations to develop new or expand existing services that provide mentorship, networking, financial planning, and business training for Black entrepreneurs. Additionally, FedDev Ontario will advance women’s economic empowerment through the WES Ecosystem Fund, which provides funding to not-for-profit organizations for programming that enables women from underrepresented groups, including Indigenous peoples and people with disabilities, to overcome barriers to growing their businesses. In addition, through its core programming the Agency will continue to invest in strategic projects to support rapid re-skilling for women and visible minorities, and investments to enhance access to capital for Indigenous SMEs.

Through 2021–22 the Agency will continue to deliver two national initiatives across southern Ontario to support community economic diversification. The Economic Development Initiative (EDI) supports the needs of OLMCs while the Community Futures Program (CFP) supports communities and small business development in rural areas, including OLMCs and Indigenous communities.

<p>Departmental Result: Businesses in southern Ontario invest in the development and commercialization of innovative technologies</p>
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FedDev Ontario will continue to invest in the development and commercialization of innovative technologies, products and processes and make strategic investments in high-potential firms. The Agency will maintain its focus on priority areas for the Government of Canada and areas of competitive advantage for southern Ontario, while creating impactful jobs. Investments made through the Business Scale-up and Productivity (BSUP) funding stream will include projects that invigorate priority sectors and strategic clusters that reinforce southern Ontario’s economic and innovation strengths, including artificial intelligence, big data, clean technology, cybersecurity, regenerative medicine and quantum computing.

FedDev Ontario is committed to supporting southern Ontario manufacturers that have retooled their business to contribute to the nation’s supply of personal protective equipment (PPE) during the COVID-19 pandemic. FedDev Ontario has approved approximately \$10 million in repayable contributions toward projects that directly support the production of PPE such as Level 3 medical-grade surgical masks, N-95 masks, as well as ventilators and other essential medical devices. These investments encourage the continued viability of southern Ontario businesses, generate momentum toward ongoing sustainability in the face of the pandemic and advance innovative technologies.

In 2021–22, FedDev Ontario will continue to make targeted investments in not-for-profit organizations that support businesses and provide opportunities for growth. Support under the Regional Innovation Ecosystem (RIE) funding stream helps create, grow and develop strong and

inclusive regional networks that support business growth and innovation, as well as the entrepreneurial environment necessary for more innovative regional economies. Many of these investments create regionally differentiated capabilities and specialized supports for businesses in key strategic sectors, including cybersecurity, renewable energy, next generation technologies, advanced manufacturing and quantum computing. Investments made through this funding stream will also augment business growth and ecosystem support available to entrepreneurs of underrepresented groups, including women, youth, OLMCs, Black people and other racialized groups, Indigenous peoples, and persons with disabilities.

Departmental Result: Business in southern Ontario are innovative and growing

FedDev Ontario's investments are contributing to an environment where businesses can create and develop strong and inclusive regional networks that support business growth and innovation, as well as the entrepreneurial environment necessary for more innovative regional economies. Investments in southern Ontario will enable businesses to stay competitive, expand their workforces and take advantage of new opportunities, despite adverse business environments created by the COVID-19 pandemic.

Through the BSUP and RIE streams, FedDev Ontario will make investments that support the scale-up and growth of firms, and the strong regional networks and environment necessary for more innovative regional economies.

The Agency will continue to provide support for new entrepreneurs and small businesses through its contact centre and business information services. The Agency will increase virtual engagement activities and continue to target outreach with a diverse range of stakeholders and underrepresented small businesses and groups in the southern Ontario economy, including women, youth, OLMCs, Black people and other racialized groups, Indigenous peoples, and persons with disabilities.

FedDev Ontario will also continue to support Canada's Industrial and Technological Benefits (ITB) Policy, leveraging economic benefits for southern Ontario from Canadian defence procurements to create jobs and economic growth for Canadians. Building on its 2020–21 support for defence-related business, FedDev Ontario will continue in 2021–22 to promote and showcase southern Ontario companies to global defence contractors who are bidding on large defence procurements, or who have been awarded contracts and have outstanding ITB obligations in Canada.

Gender-based Analysis Plus (GBA+)

FedDev Ontario's programs and services are designed to advance diversity and support inclusive growth 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, LGBTQ2+ communities, Indigenous peoples, Official Language Minority Communities, youth, persons with disabilities, newcomers and visible minorities). The Agency also has a framework and associated tools in place to support the collection of inclusive data, and this data is used as a consideration in project application assessments. In 2021–22, FedDev Ontario will refine the Agency's approach to collecting inclusive data and will build on existing tools and practices.

To create conditions for inclusive regional economic development, the Agency will continue to work toward establishing more robust Gender-based Analysis Plus (GBA+) practices at the project assessment phase and will continue to invest in projects that advance the economic participation of underrepresented groups. In 2021–22, FedDev Ontario will also explore options to include gender and diversity commitments in contribution agreements with funding recipients.

Additionally, the Agency will continue targeted outreach with a diverse range of stakeholders to improve support for underrepresented groups. FedDev Ontario will also consider new approaches 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 Sustainable Development Goals (SDGs) to advance peace and prosperity. The Agency's delivery of regional programs and ongoing and temporary national programs directly advance the targets associated with SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure) and 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 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 projects in urban and rural communities. 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 promotes a culture of experimentation through the appointment of a senior executive as Champion of Experimentation and Innovation for the Agency. The role leads an ongoing initiative to encourage employees to bring forward experimental pilot projects, provides resources for staff and learning opportunities through guest speakers. Employees are invited to develop a proposal presentation that lays out the challenge, the proposed solution and its requirements, and how success will be measured. Examples to date include:

- a new approach to engaging businesses outside of traditional referral methods, such as partnering with business accelerators and incubators to hold targeted pop-up sessions providing insights about opportunities and challenges affecting southern Ontario businesses; and
- hearing from innovation ecosystem leaders who offer practical advice and insights about public sector policy innovation.

Key risk(s)

The COVID-19 pandemic has had an unprecedented impact on economies and businesses around the world, resulting in depressed local demand, shifts in the global market, changes to southern Ontario's market access and slower economic growth. The region has been deeply impacted by COVID-19 and the ensuing economic shutdowns. At the peak of the 2020 spring lockdown, the region lost almost 1.2 million jobs and one-quarter of the workforce was prevented from working due to public health measures, with members of underrepresented groups disproportionately affected.

In response to the pandemic, the Agency is providing relief to vulnerable businesses and organizations, but there is a risk that some may not survive. According to the Canadian Federation of Independent Business (CFIB) (October 2020), more than half of Ontario small businesses say they will not easily survive the second wave of shutdowns.

The continued closure of the U.S.-Canada border presents a risk to tourism industry operators and some southern Ontario manufacturers, who are dependent on access to the U.S. market. These risks, along with the broader global macroeconomic environment, will continue to impact the southern Ontario economy over the coming year. The closure of the U.S.-Canada border and the broader global macroeconomic uncertainty may influence investment decisions and growth and export potential, thereby affecting the ability of projects funded by the Agency to fully realize expected outcomes.

To mitigate these risks, FedDev Ontario will make careful and deliberate investment decisions to ensure support is in place for firms, communities and the broader ecosystem, to position southern Ontario businesses for success. The Agency will continue to offer flexibilities to its existing clients (e.g., through relaxed terms on repayment of outstanding loans and greater flexibility in completing ongoing projects) when appropriate, to help them adapt to changes in the operating environment and ensure their long-term viability and growth.

FedDev Ontario will continue to engage with stakeholders and monitor the regional economic landscape to inform investment decisions that will help stabilize the economy and transition toward a strong economic recovery. The Agency will mitigate the risks of this, and future, economic shock(s) and lay the foundation for economic recovery through consideration of strategic investments in sectors in need of ongoing relief (e.g., tourism) and high-potential sectors that can position the region for future growth. The Agency will also explore opportunities to support traditionally underrepresented groups to mitigate the disproportionate impact of the pandemic on these populations and support greater representation and participation in the regional economy. FedDev Ontario will also continue to conduct rigorous due diligence on the projects it supports, monitoring recipients and performing timely research and analysis, to ensure that programming and project investment decisions remain responsive to the evolving economic environment and reflect forward-looking trends and government priorities.

Planned results for economic development in southern Ontario

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 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 disabilities in southern Ontario	At least 15% of SMEs are majority-owned by women At least 1% of SMEs are majority-owned by Indigenous people At least 15% of SMEs are majority-owned by youth At least 15% of SMEs are majority-owned by visible minorities At least 0.8% of SMEs majority-owned by persons with disabilities	March 31, 2022	Not available	Women: 15.1% ¹ Indigenous: 1% ¹ Youth: 16% ¹ Visible minorities: 16.2% ¹ Persons with disabilities: 0.8% ¹	Women: 15.1% ¹ Indigenous: 1% ¹ Youth: 16% ¹ Visible minorities: 16.2% ¹ Persons with disabilities: 0.8% ¹
	Percentage of professional, science and technology-related jobs in southern Ontario's economy	At least 35%	March 31, 2022	35.1%	35.3%	36.0%
	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.00	March 31, 2022	\$2.52	\$3.29	\$2.53
Businesses in southern Ontario invest in the development and commercialization	Value of business expenditure on research and development by firms receiving FedDev Ontario	At least \$100M	March 31, 2022	\$100.92M	\$205.9M	\$229.9M

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
of innovative technologies	program funding (in dollars)					
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	At least 21%	March 31, 2022	Not available	21.5% ²	21.5% ²
Businesses in southern Ontario are innovative and growing	Number of high-growth firms in southern Ontario	At least 4,000	March 31, 2022	Not available	4,190	4,280
	Value of exports of goods (in dollars) from southern Ontario	At least \$180B	March 31, 2022	\$188.5B	\$190.9B	\$195.8B
	Value of exports of clean technologies (in dollars) from southern Ontario	At least \$6.0B	March 31, 2022	Not available	Not available	\$6.6B ³
	Revenue growth rate of firms supported by FedDev Ontario programs	At least 5.0%	March 31, 2022	13.45%	8.27%	11.18%

General note: Actual results are based on the latest available data from Statistics Canada. Actual results for previous years were the latest available at that time. Statistics Canada data may have been updated after drafting of this report.

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

² Actual results are based on the latest available data from 2017 Statistics Canada survey of innovation and business strategy.

³ Preliminary data from Statistics Canada on clean technologies exported by firms from all sectors in 2018. Southern Ontario figures are not available from Statistics Canada and therefore Ontario data is reported.

Financial, human resources and performance information for FedDev Ontario's program inventory is available in the [GC InfoBase](#).^{iv}

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

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
244,171,019	244,171,019	224,260,221	195,116,805

Financial, human resources and performance information for FedDev Ontario's program inventory is available in the [GC InfoBase](#).^v

Planned human resources for economic development in southern Ontario

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
185	182	174

Financial, human resources and performance information for FedDev Ontario's program inventory is available in the [GC InfoBase](#).^{vi}

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 2021-22, 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.

FedDev Ontario will build on its recognition as one of Waterloo Area's Top Employers 2020 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 Minister and Parliamentary Secretary to support government priorities and to promote investments across southern Ontario that leverage regional strengths and set the stage for future resilience and growth. As the region continues to navigate the economic challenges of COVID-19 and build back better, FedDev Ontario will ensure that clients and stakeholders have the information they need to access our programs and funding streams. This will be achieved through timely and clear communications and promotion of the Agency's impact and reach in southern Ontario through events, announcements, success stories and our web and social media platforms. FedDev Ontario will work with clients to amplify the Agency's support and services across their networks.

FedDev Ontario's Corporate Services Branch (CSB) is committed to effective organizational oversight and safeguarding financial and other resources. CSB will maintain focus on client service excellence through digital transformation approaches, as well as technology and program innovation enabled by technology and data. CSB 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.

In 2021–22, FedDev Ontario will continue to engage with businesses and not-for-profit organizations in urban and rural communities to raise awareness of federal programs, gain a better understanding of the challenges and opportunities facing southern Ontario, and inform the development of policy and programming that aligns with government priorities, addresses regional needs and supports the government's efforts in the development of a three-year stimulus package to jumpstart recovery.

The Agency will continue to support the work of the Ontario Federal Council (OFC), including collaboration and coordination of government-wide horizontal initiatives and priorities in the Ontario region, such as public service renewal, people and talent management initiatives, and discussions leading to healthy and respectful workplaces. Through the OFC, the Agency will continue to engage interdepartmentally with like-minded federal, provincial and municipal colleagues in the region and will continue to serve as a conduit between central agencies, including on matters relating to the COVID-19 pandemic and ongoing workforce recovery efforts.

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 2021-22. The Human Resources Branch will also continue to guide and support management in the review of their organizations to ensure they remain responsive and relevant in the achievement of their mandates.

FedDev Ontario will build on the successful implementation of the common Grants and Contributions Program Management business system across the Agency and in collaboration with other regional development agencies (RDAs). This system was partially implemented ahead of schedule to support the delivery of the Regional Relief and Recovery Fund and created significant efficiencies in program operations. Through 2021–22 the Agency will move forward with system implementation and program integration. FedDev Ontario plans to increase digital service delivery to clients in 2021–22 with the introduction of a modern client services portal.

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)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
12,972,416	12,972,416	12,776,556	12,250,021

Planned human resources for Internal Services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
87	86	82

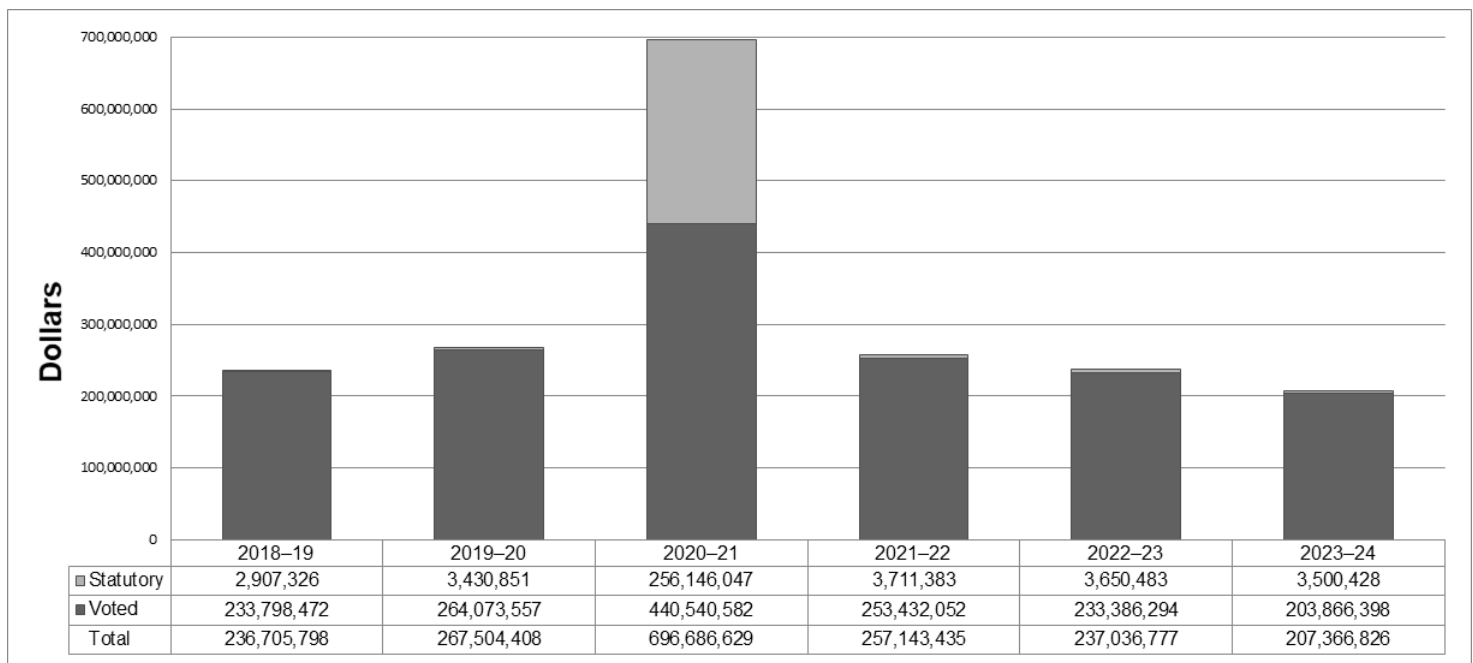
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2018–19 to 2023–24

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 FedDev Ontario's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibility and Internal Services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Economic Development in Southern Ontario	220,057,754	254,749,868	681,854,408	244,171,019	244,171,019	224,260,221	195,116,805
Subtotal	220,057,754	254,749,868	681,854,408	244,171,019	244,171,019	224,260,221	195,116,805
Internal Services	16,648,044	12,754,540	14,832,221	12,972,416	12,972,416	12,776,556	12,250,021
Total	236,705,798	267,504,408	696,686,629	257,143,435	257,143,435	237,036,777	207,366,826

To support the delivery of its core responsibilities, FedDev Ontario's financial resources for 2021–22 total \$257.2 million, of which \$222.1 million is allocated to grants and contributions to support economic development in southern Ontario. A further \$35.1 million has been allocated to support the operating costs of delivering programming and to provide Internal Services. FedDev Ontario's 2021–22 planned spending of \$257.2 million, compared to its 2020–21 forecasted spending of \$696.7 million, represents a net decrease of \$439.5 million. The net decrease is primarily attributed to additional funds provided in the 2020–21 fiscal year for the delivery of the Regional Relief and Recovery Fund, part of the Government of Canada's COVID-19 Economic Response Plan.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in 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	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Economic Development in Southern Ontario	112	184	186	185	182	174
Subtotal	112	184	186	185	182	174
Internal Services	120	87	109	87	86	82
Total	232	271	295	272	268	256

FTE forecast peaks in 2020–21 reflecting temporary funding provided to support the Regional Relief and Recovery Fund. Planned amounts gradually decrease into 2023–24 as temporary funding for the Women's Entrepreneurship Strategy and Innovation and Skills plan winds down.

Estimates by vote

Information on FedDev Ontario's organizational appropriations is available in the [2021-22 Main Estimates](#).^{vii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FedDev Ontario's operations for 2020–21 to 2021–22.

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 FedDev Ontario's [website](#).^{viii}

Future-oriented Condensed statement of operations for the year ending March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	424,023,950	188,179,834	-235,844,116
Total revenues	0	0	0
Net cost of operations before government funding and transfers	424,023,950	188,179,834	-235,844,116

For 2020-21, FedDev Ontario is on target to deliver over \$430 million in additional G&C funding for the Regional Relief and Recovery Fund. The reported variance of \$235.8 million reflects non-repayable contributions made under this program, the net cost of operations for regular programing is stable with minimal variance.

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^v](#) 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^{vi}](#) 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](#).^{ix}

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

Operating context

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

Reporting framework

FedDev Ontario's approved departmental results framework and program inventory for 2021–22 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 FedDev Ontario's program inventory is available in the [GC InfoBase](#).^{xii}

Supplementary information tables

The following supplementary information tables are available on FedDev Ontario's [website](#).^{xiii}

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

Federal tax expenditures

FedDev Ontario's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

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](#).^{xiv} This 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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Canada

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Website: <http://www.feddevontario.gc.ca>

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 three-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 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we’re fighting for.

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

- i. Agency core programming, https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00122.html?OpenDocument#streams
- ii. 50–30 Challenge, <https://www.ic.gc.ca/eic/site/icgc.nsf/eng/07706.html>
- iii. Federal Tourism Growth Strategy, <https://www.ic.gc.ca/eic/site/134.nsf/eng/00003.html>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. 2019–20 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, <https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02630.html?OpenDocument>
- ix. Supplementary Information, <https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02631.html?OpenDocument>
- x. Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters>
- xi. Supplementary Information, <https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02631.html?OpenDocument>
- xii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii. Supplementary Information, <https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02631.html?OpenDocument>
- xiv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>