

Federal Economic Development Agency for Southern Ontario

2022–23

Departmental Plan

The Honourable Helena Jaczek, P.C., M.P.
Minister responsible for the Federal Economic
Development Agency for Southern Ontario

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From the Minister

It is my pleasure to present to you the 2022–23 Departmental Plan for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

The Government of Canada, through FedDev Ontario, is committed to promoting job creation and economic growth through the delivery of regionally-tailored programs and services in southern Ontario. We work to ensure that businesses and not-for-profit organizations in this region, including those in rural and small communities, have access to place-based and accessible support to prosper in their communities.

This is especially important during the difficult pandemic circumstances we all face.

Building a cleaner, greener future will require a sustained and collaborative effort from all of us. As such, we will continue to seek opportunities to support our whole-of-government effort to reduce emissions, create clean jobs and address the climate-related challenges that communities in southern Ontario face.

We will prioritize projects that demonstrate clean growth outcomes, and promote the development and adoption of clean technologies, including zero-emissions vehicles and circular economy initiatives.

We will also prioritize diverse and inclusive economic growth, including increasing the participation of traditionally underrepresented groups in the southern Ontario economy.

Together, we will deliver on our commitment to help businesses, organizations, communities and families in southern Ontario thrive through clean, diverse and inclusive economic growth.



The Honourable Helena Jaczek, P.C., M.P.

Minister responsible for the Federal
Economic Development Agency for
Southern Ontario

Plans at a glance

The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) fulfills an important mandate to strengthen southern Ontario's capacity for innovation, economic development and growth and to support a dynamic, inclusive and globally competitive southern Ontario. 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.

In 2022–23, the Agency plans to focus its activities on the following three key priorities, which will contribute to restoring the region's economy and to positioning southern Ontario for long-term economic growth, while supporting the government's priorities.

Support businesses and organizations to recover from the economic impacts of the COVID-19 pandemic

Regional economies are beginning to see improvements on key economic indicators, however, the rate of recovery remains varied across Ontario. Certain sectors and underrepresented groups continue to face disparate challenges to economic recovery. During 2022–23, FedDev Ontario will continue to raise awareness of available federal recovery programs and services to assist stakeholders in identifying supports aligned with their needs. The Agency will also continue to deliver programs in southern Ontario to support the recovery of regional businesses, organizations and communities impacted by the pandemic.

Through the Jobs and Growth Fund (JGF), the Agency will help businesses and the organizations that support them, to future-proof their operations and transition for an inclusive and green recovery. These investments will help create jobs and position local economies for long-term growth. As public health restrictions ease, the Agency will also continue to help communities rebound from the pandemic with support through the Canada Community Revitalization Fund (CCRF).

The pandemic has had disproportionate impacts on some sectors of the economy, including aerospace and tourism. In recognition of this, the Agency will continue to deliver targeted programming through the Aerospace Regional Recovery Initiative (ARRI) to support southern Ontario's aerospace sector. FedDev Ontario will also continue to deliver the Tourism Relief Fund (TRF) to support tourism businesses and organizations, and the Major Festival and Events Support Initiative to help major Canadian festivals and events that have been hit hard by the pandemic.

The Agency will continue to convene a broad range of stakeholders to maintain a strong understanding on how recovery is unfolding across communities, populations and industries.

Support long-term regional economic growth, innovation and community diversification to build a more resilient, sustainable and competitive economy

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 continue to drive economic growth with investments in businesses and organizations through its three ongoing nationally delivered and regionally tailored funding streams providing access to place-based programming and support. The Agency will continue direct-to-business investments through the Business Scale-up and Productivity (BSUP) stream, which helps firms scale-up and grow, adopt innovative technologies, commercialize new products and services, expand into new markets and create jobs. Through the Regional Innovation Ecosystem (RIE) stream, FedDev Ontario will support not-for-profit organizations and regional economic stakeholders to build the region's innovation ecosystem by establishing and growing strong, inclusive regional networks. These networks will drive business growth and innovation, and create the entrepreneurial environment necessary to enable regional competitiveness and the growth of strategic clusters. The Agency will also continue to deliver place-based support to southern Ontario's communities through the Community Economic Development and Diversification (CEDD) stream—supporting the full participation of smaller and rural communities and businesses in economic growth opportunities. Additionally, FedDev Ontario will continue to deliver national and ongoing programs in southern Ontario, such as the Community Futures Program, offering targeted economic development support to rural areas.

FedDev Ontario will continue to engage with regional stakeholders to support their efforts to diversify and grow their local economies. FedDev Ontario will work with businesses and organizations to find the most appropriate sources of federal funding and will collaborate with federal partners to ensure coordinated and streamlined access to programs and services.

Prioritize clean, diverse and inclusive economic growth

The Agency will continue to support climate action and a green recovery by prioritizing projects that demonstrate clean growth outcomes, promote the development and adoption of clean technologies, green clusters and job growth, including zero-emissions vehicles and circular economy initiatives.

The Agency will also continue to support diverse and inclusive economic growth and reconciliation through strategic investments and outreach activities that seek to increase the economic participation of traditionally underrepresented groups and communities.

Understanding that these groups have been disproportionately impacted by the pandemic, FedDev Ontario will continue to deliver tailored support, including the Black Entrepreneurship Program (BEP) National and Regional Ecosystem Projects, the Women Entrepreneurship

Strategy (WES) Ecosystem Fund, and the ongoing Economic Development Initiative (EDI), supporting OLMC communities in the region.

Projects that are led or majority-led by underrepresented groups will also continue to be supported by the Agency and its programming. The Agency will seek opportunities to collaborate with delivery partners, communities and experts for guidance and recommendations on how to best incorporate diversity, equity and inclusion.

For more information on 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, 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

In 2022–23, 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
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In 2022–23, FedDev Ontario will continue to make investments through its Community Economic Development and Diversification (CEDD) stream to help communities diversify and green their economic base, create good, well-paying jobs in their communities, and create the conditions necessary for innovative businesses to remain anchored in these communities.

Targeted investments will build on existing regional strengths and will provide growth opportunities for communities to develop future resilience. FedDev Ontario will continue to support the recovery of small businesses in urban and rural communities across southern Ontario through ongoing delivery of programming designed to re-invigorate local main streets and accelerate the growth of retail businesses coming out of the pandemic.

As announced in Budget 2021, FedDev Ontario will continue to deliver a suite of temporary COVID-19 recovery measures focused on a clean, diverse and inclusive recovery. This includes supporting communities, hard-hit sectors, helping businesses and organizations to build resiliency and prepare for future growth. Recovery initiatives include the Aerospace Regional Recovery Initiative (ARRI), the Canada Community Revitalization Fund (CCRF) and the Jobs and Growth Fund (JGF).

In addition, FedDev Ontario will also continue to support tourism in southern Ontario, a sector that has been severely impacted by the pandemic. Employment in travel, tourism, food and accommodation sectors is still lagging, with industry employment over 50,000 below pre-pandemic levels. Through delivery of the Tourism Relief Fund (TRF), FedDev Ontario will support tourism businesses and organizations as they adapt their operations to meet public health requirements, modernize their offerings, enhance customer experiences and adopt more environmentally sustainable and inclusive practices. Indigenous communities that rely heavily on tourism have been disproportionately impacted by the pandemic. The TRF will continue to invest

in Indigenous tourism with a nation-wide target of 10 percent of the total Fund in support of Indigenous tourism projects.

Across southern Ontario, major festivals and events are key tourism levers of economic activity. With public health restrictions over the past year, many of these events were cancelled, resulting in significant economic and job losses. FedDev Ontario will continue to deliver the Major Festivals and Events Support Initiative to help support continued operations and maintain local jobs in affected communities.

FedDev Ontario will continue its work to help eliminate barriers faced by traditionally underrepresented groups, including making programming more accessible to members of these groups and helping to build the diversity and inclusion capacity of partner organizations. FedDev Ontario will also continue to support not-for-profit, Black-led organizations to provide mentorship, networking, financial planning, and business training for Black entrepreneurs through the Black Entrepreneurship Program's (BEP) National and Regional Ecosystem Projects. In addition, investments made by FedDev Ontario through the Women Entrepreneurship Strategy (WES) Ecosystem Fund will continue to support not-for-profit organizations, enabling women from underrepresented groups, including Indigenous peoples, people with disabilities and others, to overcome barriers to growing their businesses.

Through 2022–23, 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, funding projects that encourage economic diversification, business development, innovation and partnerships to strengthen French-speaking communities. The Community Futures Program (CFP) supports communities and small business development in rural areas through a network of 36 Community Futures Development Corporations, 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 will make strategic investments in businesses that have an established track record of growth and scale-up. The Agency will maintain its focus on priority areas for the Government of Canada, supporting job creation and clean and inclusive economic growth, including in areas of competitive advantage for southern Ontario. 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. These include advanced manufacturing, clean technology—including zero-emission vehicles, artificial intelligence, cybersecurity, regenerative medicine, biomanufacturing, quantum computing and life sciences.

In 2022–23, FedDev Ontario will continue to make targeted investments in not-for-profit organizations that support businesses across critical sectors to commercialize new technologies and scale their growth. Investments through Regional Innovation Ecosystem (RIE) will continue

to develop strong and inclusive regional networks that support business growth and innovation. These networks will equip innovative companies with the specialized knowledge, expertise and seed financing required to accelerate business growth and to pursue global market opportunities, while creating highly skilled and well-paying jobs in the region. A particular emphasis across all of the Agency's programming will be placed on investments that accelerate the commercialization of clean technologies and the de-carbonization of the industrial base to transition to a green future. In addition, the Jobs and Growth Fund (JGF) will also support businesses and organizations through recovery by supporting digital adoption to enhance competitiveness and strengthen critical sectors.

FedDev Ontario will also make targeted investments to support the Canadian aerospace sector to emerge from the pandemic with the capacity to compete on the global stage through the Aerospace Regional Recovery Initiative (ARRI). The initiative will help SMEs and the organizations that support them to green their operations and adopt environmentally sustainable practices, improve productivity and strengthen commercialization while furthering integration into regional and global supply chains.

Departmental Result: Businesses in southern Ontario are innovative and growing

FedDev Ontario's investments through BSUP and RIE are contributing to an environment where businesses benefit from and build networks that support business growth, innovation and contribute to a supportive entrepreneurial environment. FedDev Ontario's investments in southern Ontario will enable businesses to stay competitive, expand their workforces and take advantage of new opportunities, despite lingering uncertainty created by the pandemic.

FedDev Ontario will engage with businesses and not-for-profit organizations in urban and rural communities to gain a better understanding of the challenges and opportunities facing the region and raise awareness of federal programs, policies and services to support economic recovery. This engagement will include continued collaboration with other federal departments and agencies to offer tailored supports and services through whole-of-government initiatives, such as Accelerated Growth Services and Global Skills Strategy, among others.

FedDev Ontario will continue to provide support for new entrepreneurs and small businesses through its Small Business Services contact centre and business information services. The Agency will increase engagement activities and continue to target outreach with a diverse range of stakeholders, small businesses and underrepresented groups in the southern Ontario economy.

FedDev Ontario will also continue to support Canada's Industrial and Technological Benefits (ITB) Policy, leveraging economic benefits for southern Ontario from large Canadian defence procurements to create jobs and economic growth for Canadians. In 2022–23, FedDev Ontario will continue to promote and showcase southern Ontario companies and researchers 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

FedDev Ontario's programs and services are designed to advance diversity and support inclusive growth across southern Ontario. The Agency includes a voluntary self-identification section in program application forms, enabling applicants to identify as part of an underrepresented group. This self-identification section supports FedDev Ontario in collecting inclusive data which helps to identify any existing gaps regarding program reach. It also supports the Agency in prioritizing projects that are led or majority-led by underrepresented groups. FedDev Ontario also has a framework and associated tools in place to support the collection of inclusive data—this data is used as a consideration in project application assessments. In 2022–23, FedDev Ontario will continue to refine its approach to collecting inclusive data and will build on existing tools and practices.

To create conditions for inclusive regional economic development and support its commitment to delivering public policies and programs informed and developed through an intersectional lens, the Agency will continue to work toward establishing more robust Gender-based Analysis Plus (GBA+) practices, and will continue to invest in projects that advance the economic participation of underrepresented groups. In 2022–23, FedDev Ontario will continue to require eligible recipients to sign contribution agreements that incorporate diversity, equity and inclusion considerations. 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 in the Agency's programming. For example, FedDev Ontario is participating in a pilot project led by the Government of Canada's Anti-racism Secretariat to develop an anti-racism framework to be used by all federal departments and agencies as a lens for programming and policy development.

FedDev Ontario's champions for GBA+, Accessibility and the full-time special advisor on diversity, equity and inclusion will support the Agency's commitment to diversity and inclusiveness. Together, these senior officials work with employees across the Agency to ensure that programs, policies, practices and services reflect GBA+ priorities.

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) including the development of good jobs and economic opportunities.

FedDev Ontario contributes to progress on SDG 8 by investing in inclusive and sustainable economic growth through projects that promote job creation entrepreneurship, innovation and SME growth. The Agency's projects includes initiatives that support the transition to the green economy, greenhouse gas mitigation and clean technology development and adoption, circular economy initiatives and the green transformation and adaptation of SMEs and communities.

Experimentation

FedDev Ontario promotes a culture of experimentation through the appointment of a senior executive as Champion of Innovation and Learning for the Agency. Throughout these unprecedented times, FedDev Ontario has demonstrated innovative approaches to deliver important supports seamlessly across the region and maintain engagement with external stakeholders, including the effective use of virtual platforms, and leveraging new grants and contribution management technologies. The champion will build on this momentum and continue to explore new opportunities to test innovations in program design, delivery, engagement and communications, and will encourage employees to bring forward experimental pilot projects.

Key risks

FedDev Ontario has identified the following three key risks.

Largely due to the economic impacts of the COVID-19 pandemic, the first risk is that regional companies may not have the capacity to avail themselves of the Agency's project-based programming due to financial pressures or the ability to sustain ongoing business operations.

The second risk is that the factors of global competition, uneven recovery of industries highly impacted by the pandemic, increasing supply chain disruptions, protectionist trade policies, and the prospects of rising interest rates may inhibit regional and sectoral growth. These key elements influence investment decisions, growth, and export decisions and may affect the ability of projects funded by the Agency to fully realize their expected outcomes.

These aforementioned risks are compounded by a third risk regarding the possibility of periodic local lockdowns, border and travel restrictions due to potential outbreaks of the COVID-19 virus and emerging variants.

To mitigate these risks, FedDev Ontario will make careful and deliberate investment decisions to position southern Ontario for success. The Agency will invest in sectors that were highly affected by the pandemic, including the tourism and aerospace sectors, and will continue to provide broader support for firms, communities and the ecosystem to foster a successful clean and inclusive economic recovery. FedDev Ontario will also continue to invest in projects that will position the region for long-term growth and will explore opportunities to support traditionally underrepresented groups to increase participation in the regional economy. FedDev Ontario will continue to engage with stakeholders and monitor the regional economic landscape to inform investment decisions. The Agency will also continue to conduct rigorous due diligence, monitoring the projects it supports and performing timely research and analysis. This will help support programming and investment decisions that remain responsive to the evolving economic environment and are reflective of forward-looking trends and government priorities.

Planned results for economic development in southern Ontario

The following table shows the planned results, indicators, targets and target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Businesses in southern Ontario invest in the development and commercialization of innovative technologies	Value of business expenditure on research and development by firms receiving FedDev Ontario program funding (in dollars)	At least \$100M	March 31, 2023	\$100.92M	\$205.9M	\$229.9M
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	At least 14%	March 31, 2023	21.5% ¹	21.5% ¹	14% ²
Businesses in southern Ontario are innovative and growing	Number of high-growth firms in southern Ontario	At least 4,000	March 31, 2023	4,190	4,280	4,160
	Value of exports of goods (in dollars) from southern Ontario	At least \$180B	March 31, 2023	\$190.9B	\$195.8B	\$184.3B ³
	Value of exports of clean technologies (in dollars) from southern Ontario	At least \$6.0B	March 31, 2023	Not available	\$6.6B ⁴	\$6.6B ⁴
	Revenue growth rate of firms supported by FedDev Ontario programs	At least 5.0%	March 31, 2023	8.27%	11.18%	-2.88% ⁵
Communities are economically	Percentage of SMEs that are majority-owned by women,	At least 15% of SMEs are majority-owned by women	March 31, 2023	Women: 15.1% ⁷	Women: 15.1% ⁷	Women: 15.1% ⁷

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
diversified in southern Ontario	Indigenous peoples, youth, visible minorities ⁶ and persons with disabilities in southern Ontario	At least 1% of SMEs are majority-owned by Indigenous peoples (First Nation, Inuit, Métis and/or pan-Indigenous) 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		Indigenous: 1% ⁷ Youth: 16% ⁷ Visible minorities: 16.2% ⁷ Persons with disabilities: 0.8% ⁷	Indigenous: 1% ⁷ Youth: 16% ⁷ Visible minorities: 16.2% ⁷ Persons with disabilities: 0.8% ⁷	Indigenous: 1% ⁷ Youth: 16% ⁷ Visible minorities: 16.2% ⁷ Persons with disabilities: 0.8% ⁷
	Percentage of professional, science and technology-related jobs in southern Ontario's economy	At least 35%	March 31, 2023	35.3%	36.0%	38.2%
	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.00	March 31, 2023	\$3.29	\$2.53	\$1.72 ⁸

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 for Ontario based on 2015–17 data from Statistics Canada.

² Actual results for Ontario based on the latest available 2017–19 data from Statistics Canada.

³ Southern Ontario export figures are not yet available from Statistics Canada for 2020 and therefore Ontario data is reported. Over the past five years, on average, southern Ontario has accounted for over 95 percent of Ontario's total exports.

⁴ 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.

⁵ Actual results in 2020–21 reflect the impact of the pandemic on revenue growth rate of firms in the region.

⁶ In the approved Departmental Results Framework, the term “visible minorities” is used because it is the official demographic category defined by the Employment Equity Act and used by Statistics Canada in their surveys.

⁷ Actual results are based on the latest available data from 2017 Statistics Canada survey on financing and growth of SMEs.

⁸ Results for amount leveraged in 2020–21 have decreased from prior years due temporary programing designed with low or no leveraging requirements.

The financial, human resources and performance information for FedDev Ontario’s program inventory is available on [GC InfoBase](#).ⁱ

Planned budgetary spending for economic development in southern Ontario (dollars)

The following table shows, for economic development in southern Ontario, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
685,602,210	685,602,210	296,611,301	198,375,425

The Planned spending profile has increased under this core responsibility to reflect new initiatives announced in Budget 2021 (2021–22 to 2024–25) which largely conclude in 2023–24.

Financial, human resources and performance information for FedDev Ontario’s program inventory is available on [GC InfoBase](#).ⁱⁱ

Planned human resources for economic development in southern Ontario

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
237	199	177

Planned full-time equivalents reduce into 2024–25 reflecting the winding down of initiatives announced in Budget 2021 and the sunseting of temporary programs such as the Women’s Entrepreneurship Strategy and Black Entrepreneurship Strategy.

Financial, human resources and performance information for FedDev Ontario’s program inventory is available on [GC InfoBase](#).ⁱⁱⁱ

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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 2022–23, 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 2021 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.

Strong communications at FedDev Ontario will continue to support government and Agency priorities, including diversity, inclusion, equity, employee wellness, accessibility and innovation in the workplace.

The work of the Ontario Federal Council (OFC), an interdepartmental leadership network chaired by the President of FedDev Ontario, will continue to be supported by the Agency throughout 2022–23. The OFC guides the coordination of Government initiatives and priorities in the Ontario Region (outside of the National Capital Region), including public service renewal, advancing diversity and inclusion, people and talent management, innovation and experimentation, and promoting healthy and respectful workplaces. Through the OFC, the Agency will continue to engage 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 pandemic and ongoing workforce recovery efforts.

FedDev Ontario is committed to effective organizational oversight and safeguarding financial and other resources. The Agency will maintain focus on client service excellence through digital transformation approaches, as well as technology and program innovation enabled by technology and data. FedDev Ontario will continue activities already underway to review and assess internal stewardship over financial management.

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, fostering diversity, equity and inclusion. To this end, the Agency will continue its client-centric approach with an emphasis on recruitment and retention of talent, embracing and supporting a healthy, diverse and inclusive workplace and ongoing efforts for sustainable pay management for 2022–23. The Agency 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.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
14,982,386	14,982,386	12,544,536	12,425,872

Planned spending on Internal Services in 2022–23 reflects increased support to the delivery of Budget 2021 initiatives.

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
95	80	71

Planned full-time equivalents for Internal Services in 2022–23 reflects increased support needed for the delivery of Budget 2021 initiatives.

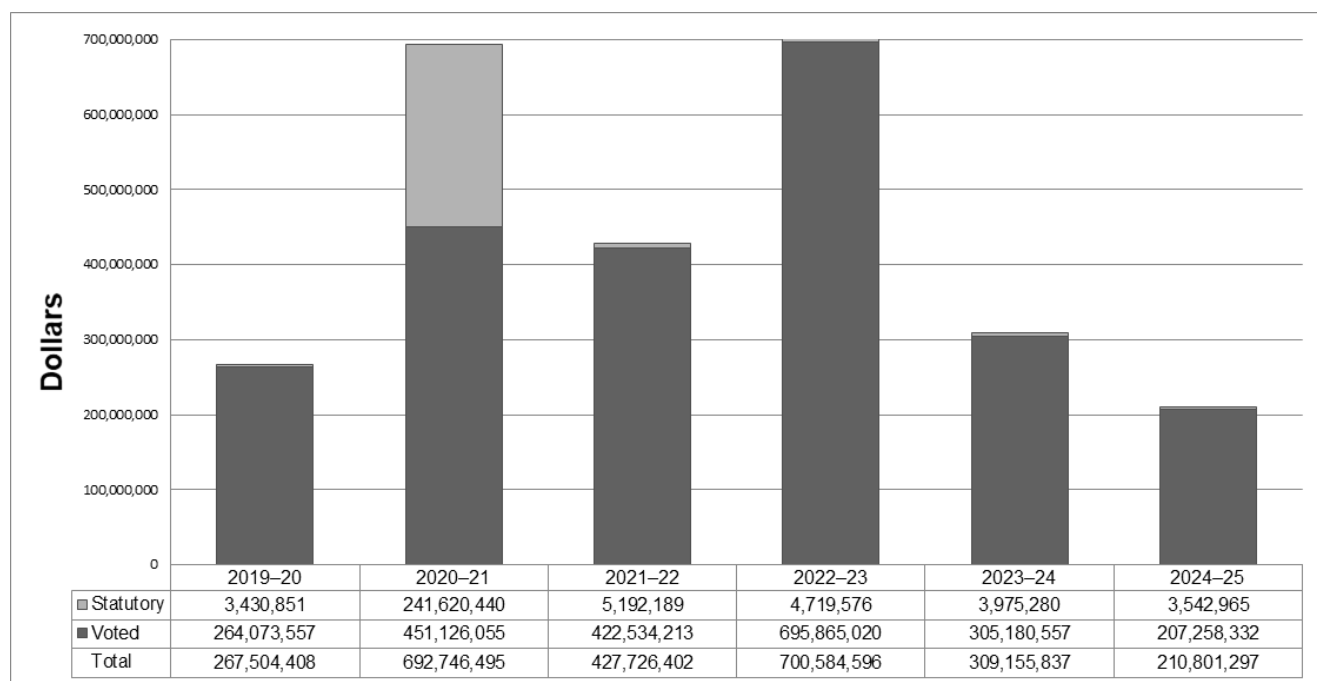
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



FedDev Ontario’s statutory expenditures increased significantly in 2020–21 with payments made in support of the Regional Relief and Recovery Fund (RRRF), approved through the *Public Health Events of National Concern Payments Act*. Voted authorities have temporarily increased in 2020–21 to 2024–25, reflecting the RRRF (2020–21 to 2021–22) and new initiatives announced in Budget 2021 (2021–22 to 2024–25).

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of FedDev Ontario's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Economic development in southern Ontario	254,749,868	679,506,478	413,145,073	685,602,210	685,602,210	296,611,301	198,375,425
Subtotal	254,749,868	679,506,478	413,145,073	685,602,210	685,602,210	296,611,301	198,375,425
Internal Services	12,754,540	13,240,017	14,581,329	14,982,386	14,982,386	12,544,536	12,425,872
Total	267,504,408	692,746,495	427,726,402	700,584,596	700,584,596	309,155,837	210,801,297

To support the delivery of its core responsibilities, FedDev Ontario's financial resources for 2022–23 total \$700.6 million, of which \$655.2 million is allocated to grants and contributions to support economic development in southern Ontario. A further \$45.4 million has been allocated to support the operating costs of delivering programing and to provide internal services. 2022–23 authorities have increased by \$272.8 million from 2021–22, which reflects the sunseting of the RRRF and ramping up of funding for initiatives announced in Budget 2021.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of FedDev Ontario’s core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and Internal Services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Economic development in southern Ontario	184	210	235	237	199	177
Subtotal	184	210	235	237	199	177
Internal Services	87	84	94	95	80	71
Total	271	294	328	332	279	248

FTE forecast for 2020–21 to 2023–24 reflects capacity increase to deliver on the temporary funding provided for the RRRF and initiatives announced in Budget 2021.

Estimates by vote

Information on FedDev Ontario’s organizational appropriations is available in the [2022–23 Main Estimates](#).^{iv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FedDev Ontario's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on [FedDev Ontario's website](#)^v.

Future-oriented condensed statement of operations for the year ending
March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	251,781,947	525,503,208	273,721,261
Total revenues	0	0	0
Net cost of operations before government funding and transfers	251,781,947	525,503,208	273,721,261

Planned net cost of operations and total expenses have increased by \$273.7M for 2022–23, reflecting new non-repayable contributions and operating resources related to Budget 2021 initiatives.

Corporate information

Organizational profile

Appropriate minister:

The Honourable Helena Jaczek, Minister responsible for the Federal Economic Development Agency for Southern Ontario

Institutional head:

Nancy Gardiner

Ministerial portfolio:

Innovation, Science and Economic Development

Enabling instrument(s):

[Order in Council P.C. 2009-1410](#)^{vi} 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](#)^{vii} 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](#).^{viii}

Information on FedDev Ontario's mandate letter commitments is available in the [Minister's mandate letter](#).^{ix}

Operating context

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

Reporting framework

FedDev Ontario's approved departmental results framework and program inventory for 2022–23 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 peoples, visible minorities*, youth 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

* In the approved Departmental Results Framework, the term “visible minorities” is used because it is the official demographic category defined by the Employment Equity Act and used by Statistics Canada in their surveys .

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](#).^{xi}

Supplementary information tables

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

- ▶ [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 2022–23.

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](#).^{xiii} 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

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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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: growing a more resilient economy; bolder climate action; standing up for diversity and inclusion; building safer and healthier communities; and moving faster on the path to reconciliation.

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.

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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

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.

underrepresented groups (les groupes sous-représentés)

Underrepresented groups include Indigenous peoples, Black people and other racialized groups, persons with disabilities, newcomers to Canada, women, members of Official Language Minority Communities (OLMCs), youth and LGBTQ2 individuals.

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. 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. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. FedDev Ontario’s website, <https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02697.html>
- vi. Order in Council P.C. 2009-1410, <https://orders-in-council.canada.ca/attachment.php?attach=21294&lang=en>
- vii. Order in Council P.C. 2009-1411, <https://orders-in-council.canada.ca/attachment.php?attach=21295&lang=en>
- viii. FedDev Ontario’s website, https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_02687.html
- ix. Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-responsible-federal-economic-development-agency-southern>
- x. FedDev Ontario’s website, https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_02687.html
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. FedDev Ontario’s website, <https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02694.html>
- xiii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>