

2021–22  
Departmental Results Report

**Federal Economic Development  
Agency for Southern Ontario**

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

Canada 

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Catalogue number: Iu93-5E-PDF

ISSN 2560-9114

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## From the Minister

It is my pleasure to present the 2021–22 Departmental Results Report for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

Canadian businesses, organizations and communities have continued to feel the effects of the COVID-19 pandemic. That is why FedDev Ontario has continued to support the economic recovery of Canadians and their businesses across southern Ontario to build a better, cleaner and more inclusive future.

Through 2021–22, the Agency supported supply chain and diversification opportunities to build Canadian capacity in critical sectors, such as food production and innovative medical solutions. We invested in those opportunities to create jobs and support the Canadian economy.

Overall, in 2021–22, FedDev Ontario has invested more than \$350 million in over 630 projects. More than \$140 million of that investment went to projects assisting underrepresented groups, \$25 million towards green initiatives and \$90 million to rural projects. We have provided targeted funding for the recovery and growth of small- and medium-sized businesses in both urban and rural areas, creating and maintaining impactful jobs in communities across the region.

Through FedDev Ontario’s ongoing regional programming, over \$174 million was invested to support the creation of over 3,700 jobs and maintain over 4,800 jobs. Recovery initiatives such as the Canada Community Revitalization Fund, the Aerospace Regional Recovery Initiative, the Tourism Relief Fund and the Jobs and Growth Fund, among others, provided a total of over \$380 million in approved multi-year funding to support nearly 550 projects across the region. These projects are estimated to create and maintain over 10,000 jobs

I invite you to read this report to learn more about how FedDev Ontario is building a strong culture of innovation to position Canada as a leader in the global economy.



*The Honourable Filomena Tassi  
Minister responsible for the Federal  
Economic Development Agency for  
Southern Ontario*

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## Results at a glance

2021–22 total actual spending	2021–22 total actual full-time equivalents (FTEs)
\$400,115,480	348

The 2021–22 fiscal year was characterized by several dynamics, largely driven by the continuation of the COVID-19 pandemic, which necessitated a broad-based economic recovery that faced added challenges brought about by the emergence of supply chain disruptions, rising inflation, and acute labour market pressures in some sectors of the economy. To mitigate this, the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) launched new national multi-year recovery initiatives, as announced in Budget 2021, in a manner that was reflective of regional needs and realities, including the diverse needs of southern Ontario’s traditionally underrepresented groups.

Along with other regional development agencies (RDAs), FedDev Ontario mobilized quickly to design and deliver Budget 2021 recovery initiatives such as the [Canada Community Revitalization Fund](#)<sup>i</sup> (CCRF), the [Tourism Relief Fund](#)<sup>ii</sup> (TRF), the [Jobs and Growth Fund](#)<sup>iii</sup> (JGF), the [Aerospace Regional Recovery Initiative](#)<sup>iv</sup> (ARRI), and the [Major Festivals and Events Support Initiative](#)<sup>v</sup> (MFESI) to support businesses and organizations across southern Ontario and help drive economic recovery. Since the launch of these initiatives during the summer of 2021, FedDev Ontario has approved over \$380 million in multi-year funding to support nearly 550 projects across the region. These projects are estimated to create and maintain over 10,000 jobs.

In 2021–22, FedDev Ontario continued to make investments through its ongoing regional programming, which consists of three programs: [Business Scale-up and Productivity](#)<sup>vi</sup> (BSUP), [Regional Innovation Ecosystem](#)<sup>vii</sup> (RIE), and the [Community Economic Development and Diversification](#)<sup>viii</sup> (CEDD) program. The BSUP and RIE programs foster an environment conducive to starting and growing businesses, and help create the conditions for building strong, dynamic and inclusive regional innovation ecosystems across southern Ontario. Through the CEDD program, the Agency invests in projects that aims to develop, diversify and transform local communities by promoting small business development, creating and retaining employment in rural communities and supporting community innovation and strategic collaborations. Together, the three complementary regional programs offer a continuum of support for businesses and organizations in southern Ontario. In 2021–22, FedDev Ontario had an active portfolio of 144 projects with \$174 million invested across the region. These investments have created over 3,700 jobs and maintained over 4,800 jobs.

FedDev Ontario, through the [Black Entrepreneurship Program Ecosystem Fund](#)<sup>ix</sup> provided support for the long-term success of Black entrepreneurs and businesses. FedDev Ontario invested over \$8.5 million in 20 projects and helped more than 500

entrepreneurs start a business and provided business training and mentorship services to more than 1,000 Black entrepreneur clients.

During this reporting period, FedDev Ontario completed delivery of the [Regional Relief and Recovery Fund](#)<sup>x</sup> (RRRF). This initiative provided assistance to businesses and communities in southern Ontario that required support to mitigate financial pressures and weather the impacts of the pandemic. As of March 31, 2022, FedDev Ontario and 36 Community Futures Development Corporations delivered more than \$500 million in funding to over 30,000 businesses and organizations across the region. This support is estimated to have helped maintain over 90,000 jobs since the launch in 2021–22.

Further, FedDev Ontario’s response to the pandemic included adopting new approaches to build awareness of the Agency’s programs, support and impact in southern Ontario, while supporting the region’s public health and lockdown measures. This involved leveraging online video platforms for virtual events, technical briefings, project announcements and ongoing communication with stakeholders. In addition, FedDev Ontario worked with other RDAs to coordinate approaches and communications and promote consistency in the delivery of Budget 2021 recovery initiatives.

In 2021–22, FedDev Ontario achieved the following key results:

- Launched and delivered five new Budget 2021 recovery initiatives with over \$380 million approved in multi-year funding in nearly 550 projects across the region. These projects are estimated to create and maintain over 10,000 jobs;
- Facilitated greater participation of underrepresented groups in southern Ontario’s economy in support of the Government of Canada’s commitment to inclusive economic growth. FedDev Ontario invested over \$140 million in almost 350 projects that assisted women, Indigenous Peoples, Black Canadians, racialized communities, youth, 2SLGBTQI+, official language minority communities, persons with disabilities, etc.;
- Invested over \$174 million in 144 projects to support innovation, growth and diversification across southern Ontario through its ongoing regional programming. These projects leveraged over \$3 for every dollar invested by the Agency, created over 3,700 jobs and maintained over 4,800 jobs;
- Contributed to the Government of Canada’s commitment to green initiatives through investments of approximately \$25 million in 46 clean tech projects;
- Promoted the Government of Canada’s priority of rural economic growth with investments of nearly \$90 million in over 200 rural projects; and
- Responded to over 16,000 enquiries and completed 244 secondary market research requests through Small Business Services (SBS) during the 2021–22 fiscal year.

For more information on the Federal Economic Development Agency for southern Ontario’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

## Results: what we achieved

### Core responsibility

#### Economic development in southern Ontario

**Description:** FedDev Ontario promotes an innovative and inclusive southern Ontario economy through investments in regional growth, commercialization and adoption of technologies, as well as community diversification.

**Results:**

The Agency works toward achieving its core responsibility by fulfilling three departmental results, and measures progress through nine associated indicators that are part of its [reporting framework](#). Many of these indicators are macro-economic and stem from the Government of Canada's [Innovation and Skills Plan](#)<sup>xi</sup>. The achievement of targets for the macro-economic indicators is dependent on a number of factors, FedDev Ontario's programs being one of them.

The overall focus this year has been to support the economic recovery of the region, with an emphasis on a more resilient future. In particular, FedDev Ontario's priorities included continuing to promote job creation, drive innovation and community diversification, and support diverse and inclusive economic growth, as well as clean growth outcomes.

For the purposes of reporting on results, the Agency has grouped its various transfer payment programs into three broad categories (see [program inventory](#)), which aim to support business scale-up and productivity, strengthen regional innovation ecosystems and foster community economic development and diversification. This program inventory consists of a mix of both temporary and ongoing transfer payment programs, as well as several national programs delivered regionally by the regional development agencies to foster economic growth and greater inclusion across the economy. It also includes the final six months of the Regional Relief and Recovery Fund, which provided support to businesses and not-for-profit organizations affected by COVID-19 to continue their operations and mitigate the impacts of the pandemic.

The Agency continued to leverage its role as a convenor, co-investor, pathfinder and champion for the region. The Agency approved projects aligned with the Government of Canada's priorities on clean technology, rural investment and inclusive economic growth, which included support to underrepresented groups, such as women, Indigenous Peoples, Black Canadians, racialized communities, youth, 2SLGBTQI+, official language minority communities, persons with disabilities, etc.



The programs may contribute to more than one departmental result. However, for ease of comprehension, program results are reported generally under one departmental result. Programming delivered through the [Business Scale-up and Productivity](#)<sup>xiii</sup> (BSUP) program is generally reported under the “Businesses are innovative and growing in southern Ontario” departmental result, whereas programming delivered through the [Regional Innovation Ecosystem](#)<sup>xiii</sup> program is generally reported under the “Businesses invest in the development and commercialization of innovative technologies in southern Ontario” departmental result. Results achieved through [Community Economic Development and Diversification](#)<sup>xiv</sup> (CEDD) program are reported generally under the “Communities are economically diversified in southern Ontario” departmental result.

### **Gender-based analysis plus (GBA plus)**

FedDev Ontario works to advance diversity and provide inclusive outcomes across southern Ontario through its programs and services. One way the Agency measures the effectiveness of its programs’ reach to underrepresented groups (including women, Indigenous Peoples, Black Canadians, racialized communities, youth, 2SLGBTQI+, official language minority communities, persons with disabilities, etc.) is through a voluntary self-declaration section in the funding application form. In 2021–22 FedDev Ontario funded 348 projects with over \$140 million for businesses and organizations from underrepresented groups.

In addition, the Agency continued to advance efforts to establish more robust GBA plus practices at the project assessment phase and continued to invest in projects that advance the economic participation of underrepresented groups. The Agency was also an early and active advocate for the Government's “[50 – 30 Challenge](#)”<sup>xv</sup> and will continue this work as part of the Agency's actions to strengthen its connections with the diverse populations in the region and to increase the representation and inclusion of underrepresented groups in leadership positions.

FedDev Ontario also developed a comprehensive framework and action plan to support diversity, equity and inclusion. Some of the key actions taken were: provided unconscious bias training which was completed by all executives and nearly 80 percent of staff; implemented a requirement since last fiscal year that all applicants seeking support from the Agency must certify that they do not promote violence, incite hatred or discrimination on the basis of sex, gender, sexual orientation, race, religion, age or mental or physical disabilities; and modified the Agency’s regional contribution agreements to integrate diversity and inclusion considerations, which will come into effect in 2021. GBA plus results for various programs are included under the departmental results narrative.

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

FedDev Ontario contributes to the Government of Canada's efforts to create good jobs and power economic opportunities through clean growth, clean energy and a low-carbon government. The Agency supports clean growth by investing in the transition to the green economy through supporting initiatives such as greenhouse gas mitigation, clean technology product development and adoption, as well as the green transformation and adaptation of SMEs. Together, these activities advance Sustainable Development Goals 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure) and 12 (Responsible Consumption and Production).

### **Experimentation**

The Agency recognizes the need to source external approaches to experimentation, fueling the innovation engine with a broader lens and collaborative approach to achieve tangible results.

Innovation is at the heart of the Agency and the region it serves. Southern Ontario is considered to be a hub of economic innovation for Canada and, increasingly, the region's innovation is driven by its diverse population. Collectively, diversity, equity, accessibility and inclusion are strategic business imperatives and core values that are part of southern Ontario and the Agency. In fact, in 2021–22, the Agency launched a number of actions to promote diversity, equity and inclusion. These were designed to help shape FedDev Ontario and how it does business by leveraging the diversity of its staff, clients, stakeholders and partners to achieve its mandate. Strengthening diversity and inclusion has received increased attention as a worldwide practice and has been shown to be critical to the success of leading, progressive organizations.

Some of the key actions taken include: designation of a full-time senior advisor within FedDev Ontario on diversity, equity and inclusion along with several employee networks; extensive engagement with staff and external stakeholders to develop a framework and action plan for diversity, equity and inclusion; establishment of a directorate focused on inclusive growth through the delivery of a number of targeted and tailored programs that serve underrepresented groups (Women Entrepreneurship Strategy, Black Entrepreneurship Program, and the Economic Development Initiative), while seeking to make programs of general application more inclusive to specific groups of people, including Indigenous Peoples; and contributing to whole-of-government initiatives like the 50 – 30 Challenge and the Anti-Racism Policy Assessment Pilot to have early access to tools and resources to better support underrepresented groups through the Agency's funding programs. Through these actions, FedDev Ontario aims to be representative of the people it serves by creating and implementing more inclusive policies and practices and regionally tailored solutions.

## Key risks

In the 2021–22 Departmental Plan, FedDev Ontario identified the economic impact of COVID-19 and Canada-U.S. border closures as key risks to the effective delivery of funded projects and the realization of their expected outcomes.

Southern Ontario relies heavily on access to markets, particularly in the United States, and on foreign investments for its economic prosperity. Shifts in the global market, changes to southern Ontario's market access and high inflation affects the investment decisions, growth and exports of southern Ontario businesses. In some cases, the prevailing economic conditions impact the ability of projects funded by the Agency to fully realize their expected outcomes. The unprecedented effects of the COVID-19 pandemic amplified these pre-existing factors and significantly impacted small- and medium-sized businesses. Some of these effects included Canada-U.S. border closures (including blockades), global shipping and trading congestion, supply chain disruptions, and increased costs and decreased revenues forcing some businesses to close temporarily, or, in some cases, permanently.

To mitigate these risks, FedDev Ontario undertook timely regional analysis and research to ensure that targeted COVID-19 recovery initiatives were reflective of regional needs and realities, including the diverse needs of southern Ontario's underrepresented groups. FedDev Ontario mobilized quickly to deliver national COVID-19 recovery programs in southern Ontario such as the [Canada Community Revitalization Fund](#)<sup>xvi</sup>, the [Aerospace Regional Recovery Initiative](#)<sup>xvii</sup>, the [Jobs and Growth Fund](#)<sup>xviii</sup>, the [Major Festivals and Events Support Initiative](#)<sup>xix</sup>, and the [Tourism Relief Fund](#)<sup>xx</sup>, along with targeted initiatives, including the [Black Entrepreneurship Program](#)<sup>xxi</sup> and, to support businesses and organizations across southern Ontario and help drive economic recovery. The Agency undertook due diligence on all funded projects, including those under FedDev Ontario's ongoing regional programs, and controls were in place for COVID-19 funding initiatives to adequately manage risk.

<p><b>Departmental Result: Businesses are innovative and growing in southern Ontario</b></p>
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Under the ongoing regional programming, in 2021–22, FedDev Ontario had an active portfolio of 68 projects with \$50 million invested through the [Business Scale-up and Productivity](#)<sup>xxii</sup> (BSUP) program. The goals of the BSUP program are to accelerate business growth, assist businesses in scaling up, and enhance business productivity and competitiveness in both domestic and global markets. These multi-year projects are in areas of competitive advantage for southern Ontario, such as artificial intelligence, manufacturing, clean technology and cybersecurity. BSUP investments leveraged over \$4 for every dollar invested by the Agency, supported 68 businesses, reported over \$200

million in sales resulting from commercialized innovations, and created over 830 jobs and maintained over 130 jobs.

### Signifi Solutions

- [Signifi Solutions Inc.](#)<sup>xxiii</sup> (Signifi), a woman-led developer and provider of automated retail solutions, received a repayable contribution of nearly \$2.4 million to scale up operations at its Mississauga facility.
- The demand for digital solutions and automated services has increased as a result of the pandemic. Signifi is seizing opportunities for growth and providing alternatives with its automatic dispensing solutions, used by major retailers to offer easier, contactless order pick up. With FedDev Ontario support, Signifi is expanding its capacity to manufacture these self-serve vending kiosks to meet growing domestic and global demand for safer shopping. The company is also implementing new vertical automation equipment and adapting lean processes, optimizing its current production space to increase productivity.
- Signifi expects to create 47 highly-skilled jobs in management, finance, software development, control board assembly and engineering in Mississauga—more than doubling the size of its team. In addition, this investment is expected to leverage an additional \$7.1 million in private sector investment and increase benefits for vendors that are part of the local supply chain, which include steel fabricators, electronic distributors and fiberglass companies.

In 2021–22, the Agency made several strategic investments in advanced manufacturing capabilities that will support clean economic growth and promote the development and adoption of clean technologies. For example, [Lorama Group](#)<sup>xxiv</sup>, a manufacturer and distributor of colourants and additives in the paints and coatings sector, was supported with a \$2 million investment to acquire advanced manufacturing equipment to commercialize and scale production of its novel, renewable, non-toxic bio-adhesive used in wood composite products. Replacing traditional wood adhesives with Lorama’s bio-adhesives will reduce emissions and conserve the use of fresh water. Similarly, a \$3.5 million investment was made in [Equispheres Inc.](#)<sup>xxv</sup>, to increase the manufacturing capacity of its innovative aluminum powders. Equispheres’ metal powders are used in additive manufacturing, particularly for automotive and aerospace parts, and the parts produced using Equispheres’ powders are up to 30 percent lighter than traditional 3D printed parts resulting in a reduction of green house gas (GHG) emissions.

As part of the Government of Canada’s Budget 2021 recovery initiatives, the [Jobs and Growth Fund](#)<sup>xxvi</sup> (JGF) was launched in July 2021 to provide funding to businesses and organizations to help create jobs and position local economies for long-term growth. The fund, delivered by Canada's regional development agencies, provides \$700 million nationally over three years, with \$224 million allocated to FedDev Ontario. This fund is intended to help businesses and organizations prepare for growth by transitioning to a green economy and fostering an inclusive recovery, resulting in enhanced

competitiveness and job creation. The three-year initiative began accepting applications from businesses in July 2021 and by March 31, 2022, \$48.6 million had been approved in 14 projects, which are expected to leverage \$87.1 million. As a result of these investments, it is estimated that over 400 jobs will be created across southern Ontario.

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 advances the region's economy, encourages collaborative ventures, and leverages the region's innovation ecosystem and assets. The Agency acts as convenor for federal departments and external partners to better inform and support the development of federal programs and policies to address government priorities, including forward-thinking initiatives such as zero-emissions vehicles, the circular economy and cybersecurity.

A key activity the Agency accomplished this year was providing pathfinding services related to global supply chain and talent attraction challenges. FedDev Ontario worked to gather information directly from businesses to understand the impact of recent global events on their business and industry and promoted federal programs to stakeholders looking for support to upskill their labour force and attract new skilled workers.

This departmental result also includes the various service offerings that FedDev Ontario provided to businesses in 2021–22 through the Accelerated Growth Service, Industrial and Technological Benefits and Small Business Services. Over 16,000 businesses received these services.

FedDev Ontario continued to deliver the [Accelerated Growth Service](#)<sup>xxvii</sup> (AGS), offering a coordinated and client-tailored service model to support Canadian businesses as they grow, innovate and increase their capability to succeed in global markets. In 2021–22, FedDev Ontario engaged with 59 companies, connecting high-growth firms in southern Ontario with relevant government programs and services available in the region.

FedDev Ontario also leveraged economic benefits for southern Ontario from Canadian defence procurements in line with Canada's [Industrial and Technological Benefits](#)<sup>xxviii</sup> (ITB) Policy. This role was particularly critical given the pandemic's ongoing impact on the aerospace and defence sectors in the region. Through ongoing virtual engagement in 2021–22, the Agency held 375 meetings with firms in the region, 52 meetings with post-secondary institutions and research institutes, as well as 133 meetings with major defence contractors and 29 meetings with industry associations. FedDev Ontario also responded to requests from defence contractors to identify potential southern Ontario suppliers and facilitated over 100 introductions between companies. All these activities represented potential business opportunities for the region.

FedDev Ontario also continued to provide business information and services to entrepreneurs and small businesses across Ontario through [Small Business Services](#)<sup>xxix</sup>

(SBS). In 2021–22 the team responded to 16,058 phone and email enquiries and completed 244 secondary market research requests. Ontario clients generated 382,610 visits to the [SBS page on FedDev Ontario's website](#)<sup>xxx</sup>. SBS also continues to strengthen its engagement with underrepresented groups. The team interacted with more than 4,000 participants at 52 virtual events across Ontario in 2021–22.

Under this departmental result, the Agency invested in 23 clean technology projects, invested over \$34 million in 41 projects which are led, or majority-led by a member of an underrepresented group, and invested nearly \$3.5 million in eight rural projects to foster economic growth in rural areas.

In 2021–22, the number of high-growth firms in southern Ontario was 4,160, exceeding the target of 4,000. Similarly, the value of exports of goods from the region was \$191.3 billion, surpassing the target of \$180 billion. The value of exports of clean technologies from southern Ontario in 2021–22 was \$6.5 billion, above the target of \$6 billion. Lastly, the firms supported by FedDev Ontario programs reported a decline of 2.88 percent in revenue growth rate, below the 5.0 percent target. The variance may be due to the impact of the COVID-19 pandemic, as actual results are based on the latest available data for 2020 from Statistics Canada.

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

In 2021–22, FedDev Ontario had an active portfolio of 37 projects with over \$57 million invested under the [Community Economic Development and Diversification](#)<sup>xxxii</sup> (CEDD) program. The goals of CEDD are to develop, diversify and transform local communities by promoting small business development, creating and retaining employment in rural communities, enhancing the access smaller and mid-size cities have to innovation supports through investments in new commercialization projects, facilitating participation of underrepresented groups in local economies, and supporting community innovation and strategic collaborations. CEDD projects leveraged over \$4 for every dollar invested by the Agency, supported more than 450 businesses and organizations, created over 1,000 jobs and maintained over 2,400 jobs.

In 2021–22, as part of the CEDD stream, FedDev Ontario invested \$41.25 million to support the revitalization of main streets across southern Ontario and facilitate the return of locally owned independent businesses. As part of this funding, the City of Toronto received \$18 million to launch the Main Street Recovery and Rebuild Initiative. This first-in-Canada approach is designed to help retain, strengthen and attract new locally owned main-street businesses and restore commercial foot traffic and vibrancy to local neighbourhoods, with a focus on racially marginalized communities within the city. To support main street recovery in the remainder of southern Ontario, FedDev Ontario invested \$23.25 million for the [Canadian Urban Institute](#)<sup>xxxiii</sup> and the [Economic Developers Council of Ontario](#)<sup>xxxiii</sup> to launch the My Main Street initiative. These

investments are expected to support businesses and communities to help revitalize and reanimate main streets in rural and urban neighbourhoods across the region.

### Circular Opportunity Innovation Launchpad (COIL)

**FedDev Ontario invested \$5 million in Canada's first circular economy-focused accelerator and test platform in Guelph.**

- **Through this project, the City of Guelph, in partnership with 10C Social Entrepreneurship Hub, Innovation Guelph, the Guelph Chamber of Commerce and the County of Wellington, is accelerating the growth of circular economy-focused companies in the region. “Circular economy” refers to a system where businesses maximize resources by reusing or repurposing materials—eliminating waste and greenhouse gas emissions in all stages of production. By creating the right conditions for SMEs to advance circular economy solutions, the partners expect to create 400 jobs, commercialize over 100 new products or services, and support the development and growth of up to 70 businesses.**
- **The project supported the expansion of the Upcycled Certified Program in Canada, raising awareness and providing confidence to consumers that the food, beverage, cosmetic, companion pet food, home care and cleaning products they buy include upcycled ingredients.**
- **The FedDev Ontario funding also supports the City of Guelph's goal of being a leader in sustainable development and the Government of Canada's commitment to achieve net zero emissions by 2050.**

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As part of the Government of Canada's Budget 2021 recovery initiatives, FedDev Ontario launched the [Canada Community Revitalization Fund](#)<sup>xxxiv</sup> (CCRF), the [Tourism Relief Fund](#)<sup>xxxv</sup> (TRF), and the [Major Festivals and Events Support Initiative](#)<sup>xxxvi</sup> (MFESI) in southern Ontario. During 2021–22, these programs approved over \$280 million in nearly 525 multi-year projects, leveraging an additional \$218 million. As a result of these investments, it is estimated that over 7,000 jobs will be created and maintained across the region.

In addition, the [Regional Air Transportation Initiative](#)<sup>xxxvii</sup> (RATI) was launched which aims to support Canada's regional air transportation ecosystems to remain operational and support the economic growth in southern Ontario. During 2021–22, FedDev Ontario approved \$22.9 million in 14 projects in southern Ontario, enacting an extension of the initiative until March 31, 2023, to better support recipients. Overall, it is estimated that these investments will help to create and maintain over 350 jobs in the region and directly support 14 regional airports, carriers, businesses and organizations in maintaining and improving operations.

FedDev Ontario also completed delivery of the [Regional Relief and Recovery Fund](#)<sup>xxxviii</sup> (RRRF) in 2021–22. This fund provided support to businesses and not for profit organizations in southern Ontario to sustain operations and survive from the impacts of the pandemic. As of March 31, 2022, FedDev Ontario and 36 Community Futures

Development Corporations delivered more than \$500 million in funding to over 30,000 businesses and organizations across the region. This support is estimated to have helped maintain over 90,000 jobs since the launch in 2021–22.

In 2021–22, a performance audit of the [Regional Relief and Recovery Fund](#)<sup>xxxix</sup> (RRRF) was completed by the Office of the Auditor General of Canada. The audit reviewed the design, delivery and management of the RRRF. The audit found that the program succeeded in delivering timely support to thousands of businesses and organizations across the country during a time of crisis, while identifying some areas for improvement. The audit recommended that regional development agencies (RDAs) establish targeted levels of support for underrepresented groups, ensure a common delivery, assessment and approval approach for funding requests, and review and harmonize their processes to accurately report on program outcomes. Audited RDAs are in the process of addressing these recommendations through implementation of a management response action plan.

The Agency also continued to deliver national programs such as the [Community Futures Program](#)<sup>xl</sup> (CFP), [Economic Development Initiative](#)<sup>xli</sup> (EDI), [Black Entrepreneurship Program](#)<sup>xlii</sup> (BEP), and [Women Entrepreneurship Strategy \(WES\) Ecosystem Fund](#)<sup>xliii</sup>, which contributed to the Government of Canada’s inclusive growth priorities, and enhanced the ability of underrepresented groups—such as, women, Black Canadians, Francophone and rural entrepreneurs—to start, grow and expand their businesses. These investments have also raised awareness of FedDev Ontario with stakeholders who may not have been aware of the programs and services offered by the Agency. Consequently, these programs have opened up additional doors to strengthen FedDev Ontario’s efforts to contribute to a fairer and more inclusive economy.

During 2021–22, FedDev Ontario had an active portfolio of 81 projects with nearly \$30 million invested under these national programs. These investments supported more than 5,500 businesses and organizations and assisted in the creation of over 3,500 jobs. In addition, FedDev Ontario:

- provided operating funding to 36 Community Futures Development Corporations (CFDCs) to support a wide variety of programs and services supporting community economic development and small business growth in rural southern Ontario communities. CFDCs provided \$44 million through 445 loans to rural businesses that leveraged an additional \$100.5 million. CFDCs also provided business services in the form of business counselling and to support more than 3,700 rural clients;
- hosted nearly 250 training and networking sessions with more than 2,500 individuals receiving training and mentorship through EDI;



- supported more than 1,800 women entrepreneurs in starting a new business and provided business advisory services to more than 6,000 women entrepreneur clients through the WES Ecosystem Fund, and;
- supported nearly 500 Black entrepreneurs in starting a new business, through the Black Entrepreneurship Program, and provided business training and mentorship services to more than 1,000 Black entrepreneurs.

Under this departmental result, the Agency invested over \$88 million in more than 290 projects which are led, or majority-led by a member of an underrepresented group, and invested nearly \$84 million in more than 200 rural projects to foster economic growth in rural areas. Furthermore, the Agency invested in 14 projects that support the advancement of clean technology and growth.

In 2021–22, the percentage of all jobs that were professional, science and technology-related jobs in the southern Ontario economy was 39.1 percent, above the Agency’s target of 35 percent. Similarly, the amount leveraged per dollar invested by FedDev Ontario in community projects was \$3.49 in 2021–22, exceeding the target of \$1.00. For the third indicator, related to the inclusive participation of women, Indigenous Peoples, youth, racialized communities and persons with disabilities in the southern Ontario economy, the Agency met its target for women (18.8% vs 15% target), while actual results for Indigenous Peoples (0.6% vs 1% target), racialized communities (13.9% vs 15% target), youth (14.4% vs 15% target) and persons with disabilities (0.3% vs 0.8% target) were below target. The variance may be due to the impact of the COVID-19 pandemic as actual results are based on the latest available data for 2020 from Statistics Canada.

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

Under ongoing regional programming, in 2021–22, FedDev Ontario had an active portfolio of 39 projects with over \$67 million invested under the [Regional Innovation Ecosystem](#)<sup>xliv</sup> (RIE). The goals of the program are to create, grow and nurture inclusive regional ecosystems that support business needs, and foster an entrepreneurial environment conducive to innovation, growth and competitiveness. The portfolio includes investments in areas of competitive advantage for southern Ontario, including health and life sciences, advanced manufacturing and zero emissions vehicles, clean technologies and disruptive technologies, such as quantum technologies and smart cities. The Agency made targeted investments in not-for-profit organizations that provided support to businesses at each stage of development in areas where Canada and southern Ontario have the potential to assume a leadership position and build on opportunities for growth.

RIE active projects in 2021–22 leveraged over \$1.50 for every dollar invested by the Agency, supported almost 2,500 organizations and businesses, resulted in over 200 partnerships and collaborations, created over 1,800 jobs and maintained over 2,200

jobs. RIE projects strengthened collaboration between the region's businesses, post-secondary institutions and not-for-profit organizations.

### Southern Ontario Pharmaceutical and Health Innovation (SOPHIE)

- With a \$6-million FedDev Ontario investment, Hamilton-based regional innovation centre, Innovation Factory is collaborating with the Synapse Life Science Consortium, to launch the [Southern Ontario Pharmaceutical and Health Innovation \(SOPHIE\)](#)<sup>xlv</sup>. SOPHIE is advancing life science innovations by providing support to businesses in the life sciences sector and accelerating the commercialization of made-in-Canada healthcare solutions.
- SOPHIE brings together Innovation Factory's experience in accelerating the growth of life science businesses, and the network of expertise that Synapse Life Science Consortium has within the health technology and life science sectors, to empower start-ups and establish the next generation of innovative healthcare solutions.
- Through this project, SOPHIE is estimated to maintain 100 jobs, create an additional 50 jobs and encourage 100 firms to establish roots in southern Ontario. SOPHIE also offers businesses the opportunity to leverage up to \$100,000 in matching funds to work directly with an academic or hospital partner in the Hamilton area.

In 2021–22, FedDev Ontario made several strategic investments to build robust and inclusive regional innovation ecosystems, to catalyze the emergence of new clusters and support innovative companies to scale. Significant investments in manufacturing include \$10 million to the University of Waterloo to grow and advance a self-sustaining health innovation ecosystem in partnership with Western University and \$5 million to the [Automotive Parts Manufacturers' Association](#)<sup>xlvi</sup> (APMA) to support Project Arrow, the first made-in-Canada zero-emissions concept vehicle that is designed, engineered and built through the joint efforts of Canada's automotive ecosystem to showcase the capabilities of the Canadian automobility and digital technology sectors to compete on the global stage. In addition, FedDev Ontario is supporting the Waterloo-based Accelerator Centre with \$10 million to launch the Venture Studio Innovation Program, a first-in-Canada business acceleration model that will provide wrap-around support and funding to 100 high potential companies to scale their businesses in cleantech, nanotech, and health tech sectors.

RIE projects also continued to strengthen strategic clusters by supporting consortia that bring together stakeholders to address economic priorities, including smart cities and digital health sectors. In 2021–22, several RIE projects contributed to the regional response to the COVID-19 pandemic. For example, the Early Adopter Health Network (EAHN), supported by Ontario Bioscience Innovation Organization (OBIO), is a

network of health organizations that partner with Canadian companies to develop health technologies that are ready for adoption with health organizations (e.g., acute, primary care, long-term care, home and community care). During a call for proposals in May 2021, OBIO prioritized companies whose technologies could aid in the management or treatment of COVID-19.

Under this departmental result, FedDev Ontario invested over \$18 million in 15 projects that are led or majority-led by a member of an underrepresented group, and invested \$2.7 million in one rural project to foster economic growth in rural area. Furthermore, the Agency invested in nine projects that support the advancement of clean technology and growth.

In 2021–22, the value of business expenditure on research and development by firms receiving FedDev Ontario program funding was \$96.8 million, slightly below the target of \$100 million. For the second performance indicator, the percentage of companies engaged in collaborations with higher education institutions in southern Ontario was 14 percent, below the target of 21 percent. The variance may be due to the impact of the COVID-19 pandemic, as actual results are based on the latest available data for 2020 from Statistics Canada.

## Results achieved

The following table shows, for economic development in southern Ontario, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Communities are economically diversified in southern Ontario	Percentage of SMEs that are majority - owned by women, Indigenous Peoples, youth, visible minorities and persons with disabilities in southern Ontario	At least 15% of SMEs are majority - owned by women	March 31, 2022	Women 15.1%	Women 15.1%	Women 18.8%
		At least 1% of SMEs are majority - owned by Indigenous Peoples		Indigenous Peoples 1%	Indigenous Peoples 1%	Indigenous Peoples 0.6%
		At least 15% of SMEs are majority - owned by youth		Youth 16%	Youth 16%	Youth 14.4%
		At least 15% of SMEs are majority - owned by visible minorities		Visible minorities 16.2%	Visible minorities 16.2%	Visible minorities 13.9%
		At least 0.8% of SMEs are majority - owned by persons with disabilities		Persons with disabilities 0.8%	Persons with disabilities 0.8%	Persons with disabilities 0.3%

## 2021-2022 Departmental Results Report

Departmental results	Performance indicators	Target	Date to achieve target	2019-20 actual results	2020–21 actual results	2021–22 actual results
Communities are economically diversified in southern Ontario	Percentage of professional, science and technology related jobs in southern Ontario's economy	At least 35%	March 31, 2022	36.0%	38.2%	39.1%
	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.00	March 31, 2022	\$2.53	\$1.72	\$3.49
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, 2022	\$206.0M	\$131.1M	\$96.8M
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	At least 21%	March 31, 2022	21.5%	21.5%	14.0%

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 Actual results	2020–21 Actual results	2021–22 Actual results
Businesses in southern Ontario are innovative and growing	Number of high growth firms in southern Ontario	At least 4,000	March 31, 2022	4,190	4,280	4,160
	Value of exports of goods (in dollars) from southern Ontario	At least \$180B	March 31, 2022	\$195.8B	\$178.2B	\$191.3B <sup>1</sup>
	Value of exports of clean technologies (in dollars) from southern Ontario	At least \$6B	March 31, 2022	\$6.6B	\$7.2B <sup>2</sup>	\$6.5B <sup>2</sup>
	Revenue growth rate of firms supported by FedDev Ontario programs	At least 5%	March 31, 2022	8.27%	11.18%	-2.88% <sup>3</sup>

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.

<sup>1</sup> Southern Ontario export figures are not yet available from Statistics Canada for 2021 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.

<sup>2</sup> Preliminary data from Statistics Canada on clean technologies exported by firms from all sectors. Southern Ontario figures are not available from Statistics Canada and therefore Ontario data is reported.

<sup>3</sup> Actual results reflect the impact of the pandemic on revenue growth rate of firms in the region.

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

## Budgetary financial resources (dollars)

The following table shows, for Economic development in southern Ontario, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
244,171,019	244,171,019	413,219,409	386,177,800	142,006,781

Note: FedDev Ontario received an additional \$105.7 million through Supplementary Estimates A, which included \$99.1 million for the Regional Relief and Recovery Fund and \$6.6 million for reprofiles from prior year. FedDev Ontario accessed an additional \$63.3M through Supplementary Estimates B to support initiatives announced in Budget 2021.

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

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
185	253	68

Note: The variance in actual vs. planned FTE for 2021–22 reflects additional operating resources required to deliver on the Regional Relief and Recovery Fund and Budget 2021 initiatives approved through the Supplementary Estimates.

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

## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refer to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services

- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

## Results

In support of accountability and evidence-based decision-making, FedDev Ontario maintained a strong focus on results through ongoing performance measurement, assessment and analysis of its programs and services.

Throughout 2021–22, many of FedDev Ontario’s employees continued with remote work arrangements. The use of digital collaboration tools and other technological support for remote work were instrumental in allowing staff to connect and provide superior service to stakeholders and partners. The latest Public Service Employee Survey results highlight that 100 percent of Agency employees felt they had the equipment and resources necessary to complete their work while out of the office. FedDev Ontario’s modern grants and contributions program management system has been configured to manage all new Budget 2021 recovery initiatives delivered by the Agency. The systems continue to be developed, and new functionality deployed this year is enabling more agile and rapid configuration of the system for new funding intakes and integration with the Agency’s financial management systems.

Human Resources Management remained a key area of focus for FedDev Ontario in 2021–22. The Agency continued to create an environment that is committed to recruitment and retention of talent, embracing diversity and inclusion and supporting learning, innovation and collaboration in a way that sets it apart as a workplace of choice. Significant and ongoing work continues to ensure the work environment at FedDev Ontario is respectful, embodies a culture of excellence, and embraces diversity and inclusion in line with the [Clerk of the Privy Council’s Call to Action](#)<sup>xlvii</sup>. To support this, FedDev Ontario continues to participate in the Government of Canada’s [50 – 30 Challenge](#)<sup>xlviii</sup> initiative to support diversity across businesses and organizations. Its goal is to retain, promote and/or recruit to increase the representation and inclusion of underrepresented groups in leadership positions.

FedDev Ontario was proud to be recognized as one of [Waterloo's Top Employers](#) (2022)<sup>xlix</sup>. The Agency was recognized specifically for its engagement efforts and received recognition for its culture of learning and its recruitment of the next generation through summer employment and co-op work experience programs. This was further



demonstrated by the Agency's recognition on the Career Directory 2022 as one of Canada's Best Employers for Recent Graduates for its excellence as a workplace of choice.

To encourage and foster an environment of learning for staff, FedDev Ontario offered a coaching and mentoring project, as well as encouraged participation in training events and use of the Agency's talent discussion tool, an application designed to facilitate constructive two-way discussions between employees and managers.

FedDev Ontario continued the approaches adopted in response to COVID-19, using virtual platforms and streamline for events and project announcements, and enhancing the use of social media, strategic web content and other digital communications platforms to build awareness of its programs and support available to southern Ontario businesses.

In 2021–22, the Agency executed over 100 announcements and events for projects and investments, which included an event with the Prime Minister, as well as numerous other virtual events and video messages featuring FedDev Ontario's Minister, parliamentary secretaries and local members of Parliament. The FedDev Ontario website and social media channels promoted the launch and intake of the Budget 2021 COVID-19 recovery initiatives, as well as intake announcements for the Regional Relief and Recovery Fund. Coordinated social media campaigns increased awareness and drove traffic to the website. FedDev Ontario's website was visited by 143,000 users and had 539,000 pageviews, including 396,000 unique pageviews, and over 24,400 unique application forms and supplementary files were downloaded. There are currently over 2,500 subscribers to the monthly Southern Ontario Spotlight newsletter, which continued to educate and engage stakeholders about the southern Ontario economy and FedDev Ontario's activities to support its success. Dedicated issues were published in February for Black History Month and March for International Women's Day. The Southern Ontario Spotlight received over 5,600 unique page views in 2021–22.

FedDev Ontario grew its social media reach by adding over 16,000 new followers and creating posts that resulted in more than 15,700 engagements and were seen more than 603,000 times. To increase consistent Agency visibility and support clients, a webpage dedicated to providing funding acknowledgement guidelines was published online in November 2021. From November 2021 to April 2022, 4,038 pageviews had already been recorded. Also, through a newly created Visibility Report, put in place in February 2022, the processing of hundreds of visibility requests has been tracked so far, helping the Agency manage client compliance in terms of acknowledging its support. The Agency also published pre-designed "communications kits" consisting of templated communication products. Several new Pivotal Project profiles have been added to FedDev Ontario's website, showcasing prominent projects and funding recipients and providing details on their impact on the region and the Canadian economy.

Throughout the year, the Ontario Federal Council (OFC), which is chaired by the President of FedDev Ontario, supported interdepartmental collaboration on government-wide priorities across organizations within the Ontario Region, outside of the National Capital Region. The OFC played an integral role in disseminating central guidance related to COVID-19 recovery efforts and supported the regional workforce with return to occupancy and future of work discussions. The OFC also engaged with various provincial ministries to support meaningful interjurisdictional discussions, advanced [Beyond2020](#)<sup>1</sup> principles with its members and 14 grassroots regional networks, and lay the foundation for a pilot program supporting the talent management of equity-deserving federal public servants in Ontario region. This program will aim to promote a barrier-free workplace and support the professional development of underrepresented federal employees.

### Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
\$12,972,416	\$12,972,416	\$13,989,980	\$13,937,680	\$965,264

Note: The variance in actual vs planned financial and FTE resources reflects additional internal service capacity required to support the delivery of Regional Relief and Recovery Fund and Budget 2021 initiatives.

### Human resources (full-time equivalents)

The following table shows, in full time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full- time equivalents minus planned full-time equivalents)
87	95	8

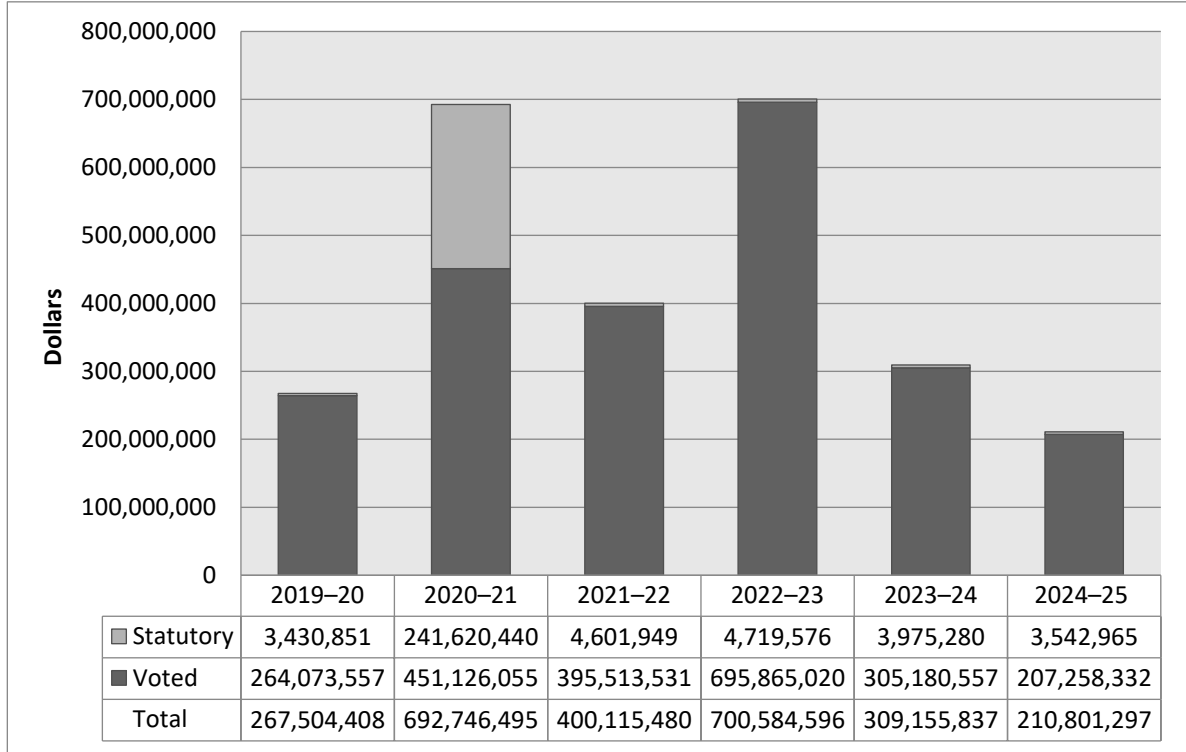
Note: The variance in actual vs planned financial and FTE resources reflects additional internal service capacity required to support the delivery of Regional Relief and Recovery Fund and Budget 2021 initiatives.

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## Spending and human resources Spending

### Spending 2019–20 to 2024–25

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



Actual spending for fiscal year 2021–22 was \$400.1 million compared to \$692.7 million in fiscal year 2020–21. This decrease of \$292.6 million is primarily driven by the reduction of \$235 million in statutory authorities (from \$241.6 million to \$4.6 million), as a result of the closing of the RRRF program in 2021–22. The RRRF authorities were granted to FedDev Ontario as part of the statutory *Public Health Events of National Concern Payments Act*. The remaining variance of over \$57 million relates to increases in voted authorities, aligning with the delivery of RRRF in southern Ontario.

Planned spending for fiscal year 2022–23 increased to \$700.6 million, reflecting increased transfer payments for Budget 2021 initiatives.

## Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for FedDev Ontario’s core responsibilities and for internal services.

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Economic development in southern Ontario	\$244,171,019	\$244,171,019	\$685,602,210	\$296,611,301	\$413,219,409	\$254,749,868	\$679,506,478	\$386,177,800
<b>Subtotal</b>	\$244,171,019	\$244,171,019	\$685,602,210	\$296,611,301	\$413,219,409	\$254,749,868	\$679,506,478	\$386,177,800
Internal Services	\$12,972,416	\$12,972,416	\$14,982,386	\$12,544,536	\$13,989,980	\$12,754,540	\$13,240,017	\$13,937,680
<b>Total</b>	\$257,143,435	\$257,143,435	\$700,584,596	\$309,155,837	\$427,209,389	\$267,504,408	\$692,746,495	\$400,115,480

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to FedDev Ontario’s core responsibility and to internal services.

### Human resources 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 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Economic development in southern Ontario	184	210	185	253	237	199
<b>Subtotal</b>	<b>184</b>	<b>210</b>	<b>185</b>	<b>253</b>	<b>237</b>	<b>199</b>
Internal Services	87	84	87	95	95	80
<b>Total</b>	<b>271</b>	<b>294</b>	<b>272</b>	<b>348</b>	<b>332</b>	<b>279</b>

Note: 2021–22 Actual spending and FTE increased with authorities provided for the delivery of the Regional Relief and Recovery Fund (RRRF) and Budget 2021 initiatives.

## Expenditures by vote

For information on the Federal Economic Development Agency for southern Ontario’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#)<sup>li</sup>.

## Government of Canada spending and activities

Information on the alignment of the Federal Economic Development Agency for southern Ontario’s spending with the Government of Canada’s spending and activities is available in [GC InfoBase](#)<sup>lii</sup>.

## Financial statements and financial statements highlights

### Financial statements

The Federal Economic Development Agency for southern Ontario's financial statements (unaudited) for the year ended March 31, 2022, are available on the [FedDev Ontario website](#).<sup>liii</sup>

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 Planned results	2021–22 Actual results	2020–21 Actual results	Difference (2021–22 Actual results minus 2021– 22 Planned results)	Difference (2021–22 Actual results minus 2020– 21 Actual results)
Total expenses	251,781,947	281,772,462	347,775,139	29,990,515	(66,002,677)
Total revenues	0	30,913	20,513	30,913	10,400
Net cost of operations before government funding and transfers	251,781,947	281,741,549	347,754,626	29,959,602	(66,013,077)

Actual results for 2021–22 have increased by 12 percent compared to the 2021–22 planned results (from \$251.8 million to \$281.8 million). This reflects the extension of the Regional Relief and Recovery Fund (RRRF) program and the launch of the Budget 2021 recovery programs. For these programs, the Agency received funding through supplementary estimates. The increase is attributed primarily to contributions to support southern Ontario businesses and organizations to weather and recover from the impacts of COVID-19.

Actual results for 2021-22 have decreased by \$66 million from actual results from the previous year, which reflects elevated spending in 2020–21 for the RRRF.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)**

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	40,743,458	26,509,317	14,234,141
Total net financial assets	37,951,402	23,654,144	14,297,258
Departmental net debt	2,792,056	2,855,173	(63,117)
Total non-financial assets	187,591	57,793	129,798
Departmental net financial position	(2,604,465)	(2,797,380)	(192,915)

Departmental net financial position for FedDev Ontario (debt) is mainly attributed to employee future benefits. In 2021–22, the debt decreased by \$192.9 million from 2020–21 and is mainly due to mandatory vacation pay-outs. The net liabilities are primarily composed of transfer payment disbursements owed to recipients and the asset balance for the cash due from the government’s consolidated revenue fund to discharge these payments. The increase in the total non-financial assets includes the Agency’s acquisition of fleet vehicle.

The 2021-22 planned results information is provided in FedDev Ontario’s [Future-Oriented Statement of Operations and Notes 2021-22](#).<sup>liv</sup>



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## Corporate Information

### Organizational profile

#### Appropriate minister[s]:

#### Minister responsible for the Federal Economic Development Agency for Southern Ontario:

The Honourable Helena Jaczek, P.C., M.P. (Minister responsible for 2021-22)

#### Institutional head: Nancy Gardiner

#### Ministerial portfolio: Federal Economic Development Agency for Southern Ontario

#### Enabling instrument[s]:

Order in Council P.C. 2009-1410 dated August 13, 2009, amending Schedule I.1 of the *Financial Administration Act* to include the Federal Economic Development Agency for Southern Ontario as a department.

Order in Council P.C. 2009-1411 dated August 13, 2009, whereby the Department of Industry transferred to the Federal Economic Development Agency for Southern Ontario the control and supervision of the portion of the federal administration in the Department of Industry known as the Southern Ontario Regional Economic Branch.

#### Year of incorporation / commencement: 2009

### 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](#).<sup>lv</sup>

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

### Operating context

Information on the operating context is available on the [FedDev Ontario's website](#).<sup>lvii</sup>

## Reporting framework

The Federal Economic Development Agency for Southern Ontario's Departmental Results Framework and Program Inventory of record for 2021–22 is shown below.

<b>Core Responsibility: Economic Development in southern Ontario</b>		<b>Internal Services</b>	
<b>Departmental Results Framework</b>	Departmental Result: Businesses in southern Ontario are innovative and growing		Indicator: Number of high-growth firms in southern Ontario
			Indicator: Value of exports of goods (in dollars) from southern Ontario
			Indicator: Value of exports of clean technologies (in dollars) from southern Ontario
			Indicator: Revenue growth rate of firms supported by FedDev Ontario programs
	Departmental Result: Communities are economically diversified in southern Ontario		Indicator: Percentage of SMEs that are majority-owned by women, Indigenous Peoples, 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
	<b>Program Inventory</b>	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

Financial, human resources and performance information for Federal Economic Development Agency for Southern Ontario's Program Inventory is available in [GC InfoBase](#).<sup>lviii</sup>

## Supplementary information tables

The following supplementary information tables are available on [FedDev Ontario's website](#).<sup>lix</sup>

- Reporting on green procurement
- Details on transfer payment programs
- Gender-based analysis plus
- Response to parliamentary committees and external audits

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>lx</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

### Mailing address:

Federal Economic Development Agency for Southern  
Ontario 101-139 Northfield Drive West  
Waterloo, Ontario,  
N2L 5A6  
Canada

**Telephone:** 1-866-593-5505

**Fax:** 519-725-4976

### E-mail:

<https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/00018.html?OpenDocument#email>

**Website:** <https://www.feddevontario.gc.ca>

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## Appendix: definitions

### **appropriation** (*crédit*)

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

### **budgetary expenditures** (*dépenses budgétaires*)

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

### **core responsibility** (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

### **Departmental Plan** (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

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

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

### **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 quantitative measure of progress on a departmental result.

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

A framework that connects the department's core responsibilities to its 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, for whom and in

what circumstances. 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**gender-based analysis plus (GBA Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

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

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

For the purpose of the 2020–21 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

**horizontal initiative** (*initiative horizontale*)

An initiative where 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 to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A 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.



**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.

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## Endnotes

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- i. Canada Community Revitalisation Fund (CCRF),  
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