

Federal Economic Development Agency for Southern Ontario

2018–19

Departmental Results Report

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

Minister of Economic Development and Official
Languages

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Minister's message

I am pleased to present the 2018–19 Departmental Results Report for the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

Over the past year, Innovation, Science and Economic Development (ISED) Canada and its portfolio partners have worked to promote regional strengths and make Canada a global innovation leader. We empowered businesses to reach their potential in a growing, knowledge-based economy. Developments in science and research enhanced Canada's economic strengths. New and existing programs were designed to help Canadians take advantage of opportunities in the innovation economy.

FedDev Ontario continued to drive results in southern Ontario by investing in strategic projects that supported key sectors, emerging businesses, diverse populations and growing communities. During 2018–19, the Agency collaborated with regional development agency partners to create and launch three simplified funding streams designed to meet the needs of innovators and job creators, and create a more inclusive regional economy. FedDev Ontario's work in southern Ontario for the past 10 years is having lasting impacts by contributing to economic resilience in the region and attracting international investments.

These are just a few examples of FedDev Ontario's work on behalf of Canadians through collaboration, dialogue and partnerships across the country. We invite you to read this report to learn more about how we are working with and for Canadians to build our innovation nation.



The Honourable Mélanie Joly
Minister of Economic Development
and Official Languages

Results at a glance

2018–19 total actual spending	2018–19 total actual full time equivalents (FTEs)
\$236,705,798	232

In 2018–19, the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) completed the final year of its second five-year mandate and began the transition to permanent status with the launch of [three new programming streams](#): Business Scale-Up and Productivity and Regional Innovation Ecosystem (both under the national Regional Economic Growth through Innovation program), and Community Economic Development and Diversification.

FedDev Ontario’s core responsibility is economic development in southern Ontario, demonstrated through three departmental results:

- Communities are economically diversified in southern Ontario;
- Businesses in southern Ontario invest in the development and commercialization of innovative technologies; and
- Businesses in southern Ontario are innovative and growing.

In support of these departmental results and its core responsibility, FedDev Ontario:

- Provided \$207.2 million in contribution funding to 197 active projects resulting in the creation of a reported 8,000 jobs in 2018-19
- Promoted the priorities of the Government of Canada’s Innovation and Skills Plan with investments of over \$35 million in 34 clean tech projects;
- Initiated a series of 20 roundtables in rural and urban communities across southern Ontario and an online engagement campaign through the Agency’s website and social media channels;
- Engaged with 59 companies through the Accelerated Growth Service initiative, bringing the total of supported clients up to 181;
- Held 192 meetings with manufacturing firms in the region, as well as 122 meetings with major defence contractors and 50 meetings with industry associations to promote the Industrial Technological Benefits program with southern Ontario clients; and
- Responded to 17,344 enquiries and completed 470 secondary market research requests through Small Business Services.

For more information on FedDev 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

As part of the Innovation, Science and Economic Development (ISED) portfolio, FedDev Ontario continues to be a key partner in delivering the Government of Canada's [Innovation and Skills Plan](#) in southern Ontario. The Innovation and Skills Plan is a whole-of-government, multi-year approach meant to establish Canada as one of the most innovative countries in the world and to foster a culture of innovation from coast to coast to coast. By delivering this Plan, FedDev Ontario is ensuring that Canadians living and working in southern Ontario have regionally tailored support to seize opportunities created by the innovation economy.

In line with the Government's commitment for simplified innovation, FedDev Ontario collaborated with ISED and the other Regional Development Agencies (RDAs) to develop and launch the Regional Economic Growth through Innovation (REGI) program. This nationally coordinated, regionally tailored program is designed to foster an entrepreneurial environment conducive to innovation, growth and competitiveness and focuses on two main programming streams: Business Scale-Up and Productivity, and Regional Innovation Ecosystem. FedDev Ontario also supports a third programming stream – Community Economic Development and Diversification.

In Budget 2018, FedDev Ontario received an advance of almost \$55 million to deliver the Innovation and Skills Plan in southern Ontario. This funding was committed to regional projects that advanced national priorities, including rural community growth and support to women, youth, and new immigrant entrepreneurs.

FedDev Ontario worked with Statistics Canada in 2018-19 to measure the impact of its investments in southern Ontario. The analysis demonstrated that the Agency's direct business recipients since 2010 have grown employment by 18 percent, revenue by 14 percent, productivity by 4 percent, and expenditures on research and development (R&D) by 38 percent per year, on average, three years post funding. This compares to negative 0.6 percent for employment, negative 0.4 percent for revenue, 1 percent for productivity, and negative 6 percent for R&D for similar businesses not funded by FedDev Ontario.

Departmental Result: Communities are economically diversified in southern Ontario

In 2018–19, FedDev Ontario continued to support rural, Indigenous and Francophone communities by funding 37 Community Futures Development Corporations (CFDCs) under the Community Futures Program (CFP). These CFDCs provided access to business counselling and loan services to small- and medium-sized enterprises (SMEs) in their regions, resulting in 701 new loans for business start-up and expansion valued at more than \$57 million. As a result of CFP funding, CFDCs reported that 5,112 businesses were assisted and 3,987 jobs were created. Another 7,122 jobs were maintained across rural southern Ontario communities due to the work of CFP.¹ The CFDCs and their networks were also able to leverage more than five dollars for every dollar contributed by FedDev Ontario. The Agency also worked with CFDCs and their networks to promote national initiatives like the Innovation and Skills Plan and provide referrals for the Accelerated Growth Service program. CFDCs also guided their clients through the federal network of support programs and services.

Through a \$9.6 million investment under the Eastern Ontario Development Program, FedDev Ontario addressed the economic challenges facing 15 Eastern Ontario CFDCs. Of this \$9.6 million, \$6.30 million was delivered by the Northumberland CFDC in support of Collaborative Economic Development Projects (CEDP), which leveraged \$15.9 million in funding from external partners in 2018–19. Investments through CEDP focused on strengthening and diversifying Eastern Ontario’s economy by bringing strategic opportunities to communities that have traditionally relied on a single economic sector and have experienced difficulty entering the innovation economy.

In April 2018, FedDev Ontario launched a new intake of the Economic Development Initiative (EDI), which supports the needs of Official Language Minority Communities (OLMCs). Five projects were approved that address the unique challenges faced by Francophone communities in accessing French business training and support. These projects also support OLMCs as they diversify and enhance their competitiveness, with emphasis placed on projects that contribute to inclusive growth objectives, targeting support to women, youth, and new immigrant entrepreneurs.

¹ Numbers submitted by CFDCs through semi-annual performance reports.

L'Assemblée de la francophonie de l'Ontario

- **With an investment of \$1.25 million from FedDev Ontario through EDI in January 2019, L'Assemblée de la francophonie de l'Ontario (AFO) launched Effet multiplicateur (Multiplier Effect), providing assistance to Francophone businesses and not-for-profit organizations, including those geared to youth, women and new immigrants.**
- **Recipients receive between \$2,500 and \$25,000 for local initiatives across the region to maximize the impact of their projects and services for Francophone communities.**
- **Through this new program, AFO expects to create up to 75 jobs in southern Ontario.**

Through the Investing in Regional Diversification (IRD) initiative, FedDev Ontario made strategic investments to help southern Ontario communities leverage their economic strengths and local assets to promote economic diversification and sustainability. In 2018–19, FedDev Ontario invested \$30.9 million in nine diversification projects. This included giving support to organizations creating loan funds for innovative businesses, enabling them to seize new opportunities such as the development and commercialization of new products and the pursuit of new markets.

Finally, FedDev Ontario coordinated with ISED and the other regional development agencies (RDAs) to deliver the Women's Entrepreneurship Strategy (WES). The goal of WES is to double the number of majority women-owned businesses by 2025 by increasing their access to financing, talent, networks and expertise. FedDev Ontario committed \$6.5 million to projects under WES, enabling nearly 70 women entrepreneurs to pursue opportunities in domestic and global markets.

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

Throughout 2018–19, FedDev Ontario supported strategic, multi-year investments in business-led commercialization partnerships and large-scale, transformative activities that focused on developing globally competitive products, services and processes.

Through the Investing in Commercialization Partnerships (ICP) initiative, the Agency provided \$30.9 million in funding to 11 projects that strengthened linkages between the region's businesses, post-secondary institutions and not-for-profit organizations that leveraged key regional assets and spurred the creation of innovative products, services and processes.

Under the Advanced Manufacturing Fund (AMF), the Agency supported investments in large-scale, incremental and transformative advanced manufacturing activities. FedDev Ontario invested nearly \$62 million in a portfolio of 17 projects under ICP and AMF in 2018–19. These multi-year projects created and maintained more than 7,000 jobs since 2014-15 by commercializing market-driven technologies in priority sectors such as advanced manufacturing, agri-food, clean technology, digital industries, and health and biosciences.²

Southern Ontario Smart Computing Innovation Platform

- **In 2018–19, the Southern Ontario Smart Computing Innovation Platform (SOSCIP) successfully completed its five-year project to drive industry innovation through increased access to its high performance computing platforms.**
- **FedDev Ontario’s investment of \$20 million in 2014–15 through the Investing in Commercialization Partnerships initiative enabled the 17-member SOSCIP to upgrade its computing infrastructure and facilitate collaborative projects leading to commercialization outcomes.**
- **SOSCIP ultimately exceeded its targets for industry-academic collaborative projects at the time of project completion.**
- **To build on SOSCIP’s success, FedDev Ontario committed an additional \$10 million in 2018–19 for a three-year project to support small- and medium-sized enterprises in business analytics, cybersecurity and advanced manufacturing to adopt artificial intelligence in their products and operations.**

Departmental Result: Businesses in southern Ontario are innovative and growing

During 2018–19, FedDev Ontario invested over \$45 million in a portfolio of 56 business development projects under the Investing in Business Innovation (IBI) and Investing in Business Growth and Productivity (IBGP) initiatives, enabling recipients to acquire cutting-edge machinery, commercialize promising new technologies, and contribute to rural innovation. These multi-year projects created and maintained over 21,000 jobs since the programs launched in 2014-15, and contributed to the Government of Canada’s Innovation and Skills Plan by supporting these firms in growing and capturing new export market opportunities in priority sectors including digital technology, clean growth, food and beverage, and advanced manufacturing.³

² Job numbers from final data roll-up for AMF and ICP.

³ Job numbers from final data roll-up for IBGP and IBI.

Sodecia

- **Sodecia, located in London, Ontario, is a tier 1 supplier to the automotive industry specializing in the manufacturing of vehicle frame parts. The company is the Canadian entity of the Portugal-based Sodecia Group.**
- **FedDev Ontario funding of up to \$3.5 million supported the company's efforts in adopting advanced technologies, enabling product diversification, global market expansion and the creation of 43 skilled jobs. It also had significant supply chain benefits in southern Ontario.**

With additional funds provided through Budget 2018, FedDev Ontario committed \$35 million to 25 projects under its new Business Scale-Up and Productivity and Community Economic Development and Diversification streams. These investments support innovative and high-potential firms as they scale up, enhance their productivity, commercialize new products and take advantage of global market opportunities.

FedDev Ontario continued to deliver the Accelerated Growth Service (AGS) program, offering a coordinated and client-tailored service model to support Canadian businesses as they grow, innovate, and increase their capacity for success in global markets. Launched in 2016, this initiative supports growth-oriented Canadian businesses as they expand by helping them access key government services they need to grow, such as financing, access to global markets, innovation and business advice. To date, FedDev Ontario has supported 181 clients through AGS. In 2018–19, FedDev Ontario engaged with 59 companies, connecting high-growth firms in southern Ontario with relevant government programs and services available in the region.

In 2018–19, FedDev Ontario provided business information services to entrepreneurs and small businesses across southern Ontario through Small Business Services (SBS), previously known as Canada Business Ontario. Through the work of SBS, FedDev Ontario supports entrepreneurs at any stage of their business development by providing information on federal and provincial programs, services and regulations, and secondary market research, all free of charge. The team's contact centre responded to 17,344 enquiries and completed 470 secondary market research requests during 2018–19. Ontario clients generated 1.2 million visits to the Innovation Canada (Canada Business Network) website and 550,000 visits directly to the SBS website. In 2018–19, SBS strengthened its engagement with underrepresented groups, including women, youth, Francophone communities and Indigenous peoples. The team had over 2,700 direct interactions at 84 entrepreneurial events across Ontario in 2018–19.

FedDev Ontario leveraged economic benefits for southern Ontario from Canadian defence procurements in line with Canada's Industrial and Technological Benefits (ITB) Policy. In 2018–19, FedDev Ontario held 192 meetings with firms in the region, as well as 122 meetings with major defence contractors and 50 meetings with industry associations. The Agency responded to 12 separate requests from defence contractors to identify possible southern Ontario suppliers,

facilitated 40 introductions for southern Ontario firms with major defence contractors and promoted southern Ontario at 19 trade shows and events. FedDev Ontario also organized activities at the annual Best Defence Conference, including panels on the region’s innovative technologies and on “Dynamics of Gender and Canada’s Defence Sector,” and speed networking sessions which resulted in 270 meetings between defence contractors and southern Ontario SMEs.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
Communities are economically diversified in southern Ontario	Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in southern Ontario	At least 16.9% of SMEs are majority-owned by women	March 31, 2019	Women: 15.1% ¹	Women: 15.1% ¹	Not available
		At least 0.8% of SMEs are majority-owned by Indigenous people		Indigenous: 1% ¹	Indigenous: 1% ¹	
		At least 12.4% of SMEs are majority-owned by youth		Youth: 16% ¹	Youth: 16% ¹	
		At least 13.2% of SMEs are majority-owned by visible minorities		Visible minorities: 16.2% ¹	Visible minorities: 16.2% ¹	
		TBD ² SMEs majority-owned by persons with disabilities		Persons with disabilities: 0.8% ¹	Persons with disabilities: 0.8% ¹	
	Percentage of professional, science and technology related jobs in southern Ontario's economy	At least 35.1% of jobs in southern Ontario's economy are professional, science and technology related jobs	March 31, 2019	35.3%	35.1%	36.1%

	Amount leveraged per dollar invested by FedDev Ontario in community projects	At least \$1.47 leveraged per dollar invested by FedDev Ontario in community projects	March 31, 2019	\$3.29	\$2.52	\$1.47
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)	The value of business expenditure on research and development by firms receiving FedDev Ontario program funding is at least \$4.27M	March 31, 2019	\$100.92M ³	\$100.92M ³	\$100.92M ³
	Percentage of companies engaged in collaborations with higher education institutions in southern Ontario	At least 5.8% of companies are engaged in collaboration with higher education institutions in southern Ontario	March 31, 2019	21.5% ⁴	21.5% ⁴	Not available
Businesses in southern Ontario are innovative and growing	Number of high-growth firms in southern Ontario	At least 4,415 ⁵ high-growth firms in southern Ontario	March 31, 2019	Not available ⁵	Not available ⁵	Not available ⁵
	Value of exports of goods (in dollars) from Ontario	At least \$166.7B (nominal value) of exports of goods from Ontario	March 31, 2019	\$200.3B ⁶	\$188.5B	\$193.1B
	Value of exports of clean technologies (in dollars) from southern Ontario	2018–19 will be used as a baseline; a target will be established for 2020–21	March 31, 2020	Not available ⁷	Not available ⁷	Not available ⁷
	Revenue growth rate of firms supported by FedDev Ontario programs	Revenue growth rate of firms supported by FedDev Ontario programs is at least 4.55%	March 31, 2019	13.45% ⁸	7.85% ⁸	18.80% ⁸

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

² Statistics Canada data for this indicator is published at regular intervals every four years. The latest data is scheduled to be released by March 2020. FedDev Ontario will provide updates when the data becomes available.

³ Actual results are based on the latest available 2016 data from Statistics Canada.

⁴ Actual results are based on the latest available data from 2017 Statistics Canada survey of innovation and business strategy.

⁵ This target will be revised in the 2020-21 Departmental Plan to reflect changes in Statistics Canada's methodology.

⁶ Southern Ontario export figures are not yet available from Statistics Canada for 2018 and therefore Ontario data is reported. Over the past five years, on average, southern Ontario has accounted for approximately 96% of Ontario's total exports.

⁷ This is a new indicator with no previously available data. Statistics Canada has advised that 2018–19 data for this indicator may be available later in 2019–20.

⁸ Actual results are based on the latest available data from Statistics Canada with 1 year data lag.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (actual spending minus planned spending)
171,166,180	171,166,180	225,338,474	220,057,754	48,891,574*

* Budget 2018 announced new funding for FedDev Ontario to support Regional Economic Growth through Innovation (\$23 million), Women Entrepreneurship Strategy (\$5.9 million) and an advance of 2019–20 funding (\$25 million) to begin investing in projects for the Agency's renewed mandate. \$4.8 million was frozen to bring forward into 2019–20 to support a project spanning multiple fiscal years.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (actual full-time equivalents minus planned full-time equivalents)
104	112	8*

* With the addition of nearly \$50 million of grants and contributions, FedDev Ontario increased its FTE count to support the delivery of its core responsibility.

Financial, human resources and performance information for FedDev Ontario's Program Inventory is available in the [GC InfoBase](#).¹

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct 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
- ▶ Communications Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Materiel Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Results

Strong internal service functions throughout 2018–19 supported FedDev Ontario in delivering its core responsibility of economic development in southern Ontario. The Agency continued to implement a digital strategy in line with the Government of Canada Policy on Communications. This included enhanced use of social media and website, improved accessibility resulting in 44,537 visitors to our website, 15,670 visitors to our programs home pages and 1,770 readers for our Southern Ontario Spotlight newsletter. Through regular posts on the Agency's LinkedIn account, readers were informed about FedDev Ontario's activities and southern Ontario's key economic news. Engaging posts allowed FedDev Ontario to successfully double its readership and follower base. By hosting the newsletter on the Agency's website and implementing an automated mailing software, stakeholder engagement increased by 51.3 percent, and almost tripled the number of LinkedIn followers (currently at 2,454 with an average gain of two new followers per day). FedDev Ontario expanded its use of Twitter, Instagram and Periscope throughout the year, most notably with a social media campaign and online engagement process to complement the Agency's series of roundtables in urban and rural communities across the region. In addition, Periscope was successfully used to live-stream funding announcements,

expanding our public reach and giving the public and Agency employees the opportunity to witness the impact the Agency’s work has on southern Ontario communities and businesses.

FedDev Ontario communicated effectively with Canadians about Agency funding and partnerships, successes and other milestones throughout 2018–19. FedDev Ontario organized and supported 82 events, including nine announcements made by cabinet ministers, and one announcement made by the Right Honourable Justin Trudeau for the University of Ontario Institute of Technology in Oshawa. Other highlights include the successful launch of the Regional Economic Growth through Innovation (REGI) Steel and Aluminum Initiative, as well as FedDev Ontario’s permanency as announced in Budget 2019 to continue to foster growth in southern Ontario.

FedDev Ontario’s financial management and strategic policy teams provided support to keep the Agency aligned with government priorities. Strong stewardship of financial resources provided clear direction for investment decisions and internal expenditures. The identification of growth opportunities with underrepresented groups and emerging economic clusters ensured that funding was delivered where it would have the greatest impact.

Human Resources Management remained an ongoing focus for FedDev Ontario. The Agency continued to create an environment that is committed to recruiting and retaining talent, and supporting learning, innovation and collaboration in a way that sets it apart as a workplace of choice. Significant and ongoing work is regularly undertaken to ensure the work environment at FedDev Ontario is respectful, embodies a culture of excellence, and embraces diversity and inclusion. The Agency also committed to addressing issues raised in the 2018 Public Service Employee Survey (PSES) through a targeted action plan. Through activities such as coaching and mentoring, job shadowing and increased investments in learning, the Agency is committed to creating an environment where talent is developed and supported by a culture of continuous learning.

Another area of FedDev Ontario’s strong internal service functions included the Agency’s information management and information technology (IM/IT) advances, providing employees with the tools suited to an innovative, agile, equipped and inclusive workplace. These advances included the adoption of Windows 10 with Microsoft Teams functionality, allowing staff to connect through virtual meetings and improving client services. A pilot program for the use of digital signature and digitization was introduced to the Agency, with the goal of creating efficiencies in approval processes and reducing the use of paper resources. The launch of the first phase of the Grants and Contributions Program Management (GCPM) tool and ongoing improvements in document management through corporate software like GCdocs also contributed to internal efficiencies.

The leadership of Agency champions also supported the goal of workplace excellence. FedDev Ontario’s champions drew attention to key horizontal priorities such as Gender-Based Analysis Plus, Values and Ethics, Wellness and Beyond 2020, and encouraged open communication and collaboration across the organization. New public servants had many opportunities to grow their career through the Young Professionals Network and the executive mentoring program. The “Take Me with You,” “Follow the Note” and “Open Gallery” initiatives gave FedDev Ontario employees the opportunities to see the results of their work and to experience the decision-making process at the executive level.

In 2018–19, the Ontario Federal Council (OFC), chaired by the President of FedDev Ontario, continued to support the collaboration and coordination of government-wide initiatives and priorities in the Ontario region. These actions included advancing [Beyond 2020](#) principles, promoting people and talent management, and encouraging healthy and respectful workplaces. The OFC continued to broaden its reach throughout the region by championing Communities of Practice, organizing events including the Ontario Region Innovation Fair and by bringing together senior federal officials from multiple departments and provincial ministries to create new avenues for collaboration.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (actual spending minus planned spending)
15,968,791	15,968,791	17,264,469	16,648,044	679,253*

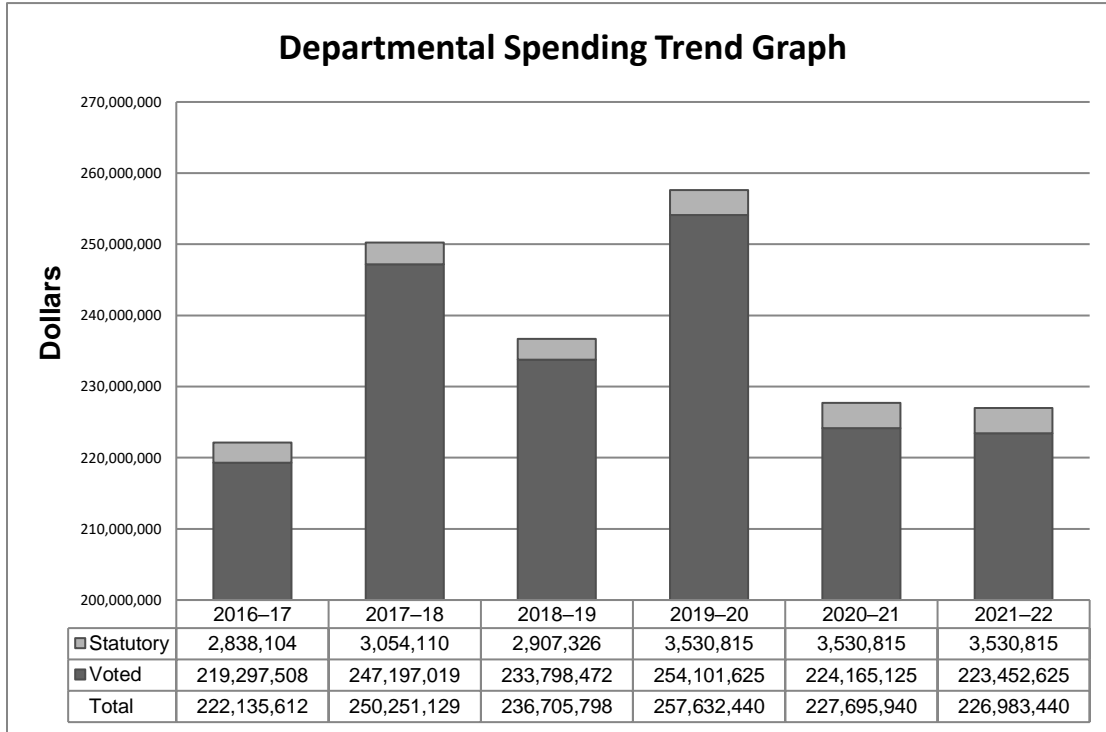
Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (actual full-time equivalents minus planned full-time equivalents)
106	120	14*

*With the transition to permanent funding, the Agency made key investments in internal services to support governance, reporting, business systems and stewardship.

Analysis of trends in spending and human resources

Actual expenditures



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

Core Responsibilities and Internal Services	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)
Economic development in southern Ontario	171,166,180	171,166,180	242,116,200	212,086,979	225,338,474	220,057,754	233,600,846	205,819,505
Subtotal	171,166,180	171,166,180	242,116,200	212,086,979	225,338,474	220,057,754	233,600,846	205,819,505
Internal Services	15,968,791	15,968,791	15,516,240	15,608,961	17,264,469	16,648,044	16,650,284	16,316,107
Total	187,134,971	187,134,971	257,632,440	227,695,940	242,602,943	236,705,798	250,251,130	222,135,612

Actual human resources

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

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Economic development in southern Ontario	114	117	104	112	116	116
Subtotal	114	117	104	112	116	116
Internal Services	112	116	106	120	124	124
Total	226	233	210	232	240	240

Expenditures by vote

For information on FedDev Ontario's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2018–2019](#).ⁱⁱ

Government of Canada spending and activities

Information on the alignment of FedDev Ontario's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).ⁱⁱⁱ

Financial statements and financial statement highlights

Financial statements

FedDev Ontario's financial statements (unaudited) for the year ended March 31, 2019, are available on the [departmental website](#).

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2019 (dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 actual results minus 2017–18 actual results)
Total expenses	134,915,607	141,449,264	190,262,545	6,533,657	(48,813,281)
Total revenues	0	20,078	0	20,078	20,078
Net cost of operations before government funding and transfers	134,915,607	141,429,186	190,262,545	6,513,579	(48,833,359)

Condensed Statement of Financial Position (unaudited) as of March 31, 2019 (dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total net liabilities	32,341,310	59,573,567	(27,232,257)
Total net financial assets	30,451,383	57,737,709	(27,286,326)
Departmental net debt	1,889,927	1,835,859	54,068
Total non-financial assets	33,043	35,826	(2,783)
Departmental net financial position	(1,856,884)	(1,800,032)	(56,852)

Supplementary information

Corporate information

Organizational profile

Minister of Innovation, Science and Economic Development:

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

President:

James Meddings

Ministerial portfolio:

Innovation, Science and Economic Development

Enabling instruments:

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](#).

Operating context and key risks

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

For more general information about FedDev Ontario, see the “Supplementary information” section of this report.

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

Reporting Framework

FedDev Ontario’s Departmental Results Framework and Program Inventory of record for 2018–19 are shown below.

Departmental Results Framework	Core Responsibility:	
	Economic Development in Southern Ontario	
	Departmental Result: Communities are economically diversified in southern Ontario	Indicator: Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in southern Ontario
		Indicator: Percentage of professional, science and technology-related jobs in southern Ontario’s economy
		Indicator: Amount leveraged per dollar invested by FedDev Ontario in community projects
	Departmental Result: Businesses in southern Ontario invest in the development and commercialization of innovative technologies	Indicator: Value of business expenditure on research and development by firms receiving FedDev Ontario program funding (in dollars)
		Indicator: Percentage of companies engaged in collaborations with higher education institutions in southern Ontario
	Departmental Result: Businesses in southern Ontario are innovative and growing	Indicator: Number of high-growth firms in southern Ontario
		Indicator: Value of exports of goods (in dollars) from 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

Program Inventory	Community Futures
	Eastern Ontario Development Program
	Official Languages Minority Communities
	Regional Diversification
	Advanced Manufacturing
	Commercialization Partnerships
	Business Growth and Productivity
	Business Investment
	Business Services

Supporting information on the Program Inventory

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

Supplementary information tables

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

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Gender-based analysis plus

Federal tax expenditures

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

Organizational contact information

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Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Core Responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

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

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

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

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. Public Accounts of Canada 2018–2019, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>