

Atlantic Canada Opportunities Agency

2019-20

Departmental Plan

The Honourable Navdeep Bains, PC, MP
Minister of Innovation, Science and Economic Development

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Minister's message

It is my pleasure to present the 2019-20 Departmental Plan for the Atlantic Canada Opportunities Agency (ACOA). We are working across the Innovation, Science and Economic Development portfolio to support and develop the innovation ecosystem, strengthen science to support evidence-based decision making, champion the tourism sector, and help small businesses start up and scale up.

Our government committed to invest in Canadians to grow our economy, strengthen the middle class, and help those working hard to join it. With ACOA, we have delivered on those commitments over the last four years.

In Atlantic Canada, ACOA will follow through on these commitments by helping businesses and sectors pursue and adopt new technologies, including clean technology and automation, to become more productive and competitive. The Agency will ensure that high-growth companies have the support they need to reach their full potential, and will help more firms increase their activity in export markets to boost trade and attract foreign investment. To ensure the region has access to a strong and skilled workforce, ACOA will work with its partners to draw and retain talent, while further building an inclusive economy by strengthening relations with Indigenous economic development organizations. In addition, ACOA will help to develop and diversify Atlantic Canada's traditional sectors, including seafood and agri-food, ocean resources and tourism, to maximize the economic benefits of the region's natural assets.

Ultimately, the portfolio's work will create the right environment to generate ideas, commercialize those ideas, and give Canadians the skills to access the jobs and opportunities presented by today's economy.

Together with Canadians of all backgrounds, regions and generations, we are building a strong culture of innovation to position Canada as a leader in the global economy.



The Honourable Navdeep Bains
Minister of Innovation, Science and Economic Development

Plans at a glance and operating context

In 2019-20, ACOA will continue its work to grow a strong, diversified and inclusive Atlantic Canadian economy and ensure that small and medium-sized enterprises (SMEs) and communities are well positioned for sustained growth. Over the long term, economic growth in Atlantic Canada will be driven by a combination of factors: the development of emerging and value-added sectors, such as oceans, food, clean technology, and tourism; advanced manufacturing; the development of innovative products and services; and increased market diversification, including improved access to international markets.

Atlantic Canada's economy continues to face several risks. Because of the region's small, open economy, international competition from low-cost producers will challenge Atlantic Canada's manufacturing base and resource industries. Furthermore, changing demographics will have an impact on Atlantic businesses, which are having difficulty meeting their labour needs. Two key ingredients are required to respond to these economic realities and help businesses in the Atlantic region increase their competitiveness and address their skills and labour needs: the attraction and retention of immigrants combined with the integration to the labour force of under-represented groups such as women, youth, Indigenous peoples, and persons with disabilities; and the adoption of advanced manufacturing and other technologies.

In collaboration with other regional development agencies (RDAs), ACOA supports the delivery of Canada's Innovation and Skills Plan, the government's new microeconomic framework to drive growth – one that aims to succeed by building a culture of innovation and a globally recognized brand as one of the most innovative and competitive countries in the world. The multi-year plan builds on Canada's innovation strengths and addresses areas of weakness along the innovation continuum: from people and skills, through to fundamental and applied research, building innovation ecosystems, commercializing ideas and starting up companies, to exporting and scaling up globally competitive companies. Emphasizing partnerships, it brings together stakeholders from across the innovation system. It embraces inclusivity and fosters the participation of traditionally underrepresented groups in the innovation economy.

ACOA is tackling these challenges and opportunities by collaborating with other federal departments and the region's four provincial governments under the Atlantic Growth Strategy and by identifying strategic initiatives to focus the Agency's investments, direct its engagement of stakeholders and better help businesses find their way to the right financing programs that will lead to their success. To simplify access to innovation programs, ACOA and the other RDAs will implement the new Regional Economic Growth through Innovation Program (REGI Program). Building on the objectives of the Innovation and Skills Plan, the goals of the REGI Program are: 1) to provide streamlined, nationally coordinated and yet regionally tailored support for business productivity and scale-up, particularly for SMEs and women entrepreneurs and other underrepresented groups; and, 2) to assist the enhancement of regional industrial and technology clusters and regional innovation ecosystems. The program will provide assistance through two

new program streams: the Business Scale-up and Productivity Stream and the Regional Innovation Ecosystems Stream. Funding under the REGI program will also be used as part of broader efforts aimed at supporting businesses and workers impacted by the tariffs and countervailing measures in the steel and aluminum industry. By helping businesses strengthen their productivity and competitiveness, the program will help maintain and create good middle-class jobs for Canadians.

In addition, as part of broader investments under the Innovation and Skills Plan, RDAs will deliver new program funding in 2019-20 under the Women Entrepreneurship Strategy (WES), which is focused on helping women to start and grow their businesses, and provides improved access to financing, talent, networks and expertise. ACOA will collaborate with Innovation, Science and Economic Development portfolio partners in the delivery of two new programs: the Women Entrepreneurship Fund and the WES Ecosystem Fund.

ACOA will continue to implement bold ideas to support the long-term, inclusive growth of Atlantic Canada. Through the Agency's key priorities and through large-scale, collaborative measures like the Atlantic Growth Strategy, ACOA will maintain its integrated and cohesive pan-Atlantic approach of leveraging collective skills, knowledge and assets to help ignite growth and create well-paying jobs.

Investing in the commercialization and adoption of innovative technologies

The Agency will support businesses in investing in new technology to improve their efficiency, productivity and competitiveness, and will foster the development of a strong innovation ecosystem. ACOA will help Atlantic businesses:

- Pursue automation and the use of transformative technologies, such as artificial intelligence and robotics.
- Build stronger linkages with innovation ecosystems by working collectively with other public, private and institutional partners and by supporting start-ups.
- Adopt new technologies for increased productivity and competitiveness, including clean technologies.

Helping to grow globally competitive businesses and sectors

The Agency will capitalize on competitive strengths, regional sector capacity and clusters to scale-up businesses and key industry sectors in Atlantic Canada, while leveraging identified opportunities in markets with high growth potential by:

- Supporting and advancing the development of the economic potential of Atlantic Canada's ocean resources, getting more Atlantic food and beverage products on tables at home and abroad, and focusing on a strategic approach to tourism development in the region.
- Fostering an Atlantic culture of growth through exports by continuing to implement the Atlantic Trade and Investment Growth Strategy (ATIGS) so that regional firms become globally successful by diversifying and expanding their markets and by attracting foreign direct investment to Atlantic Canada.
- Helping growth-oriented Atlantic Canadian businesses expand by providing them with essential, hands-on support through the Accelerated Growth Service.

Helping communities diversify

The Agency will invest in inclusive growth and provide support to build SMEs and community capacity to plan, attract, hire and retain skilled talent. ACOA will:

- Work with its provincial and federal partners to increase the region's skilled workforce and strengthen the cultural diversity of Atlantic Canadian communities through the attraction and retention of newcomers and their families.
- Support Indigenous economic development by strengthening partnerships and working with other government departments, Indigenous governments, as well as with Indigenous economic associations.
- Invest in women entrepreneurs, through the new WES, to help them grow their businesses and pursue new market opportunities and help non-profit, third-party organizations deliver support for women entrepreneurs and address gaps in the ecosystem.

For more information on ACOA's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Core Responsibility: Economic development in Atlantic Canada

Description

Support Atlantic Canada's economic growth, wealth creation and economic prosperity through inclusive clean growth and building on competitive regional strengths. Help small and medium-sized enterprise (SME) growth through direct financial assistance and indirectly to business support organizations. SMEs become more innovative by adopting new technologies and processes and pursuing new avenues for expansion and market diversification in order to compete and succeed in a global market.

Planning highlights

As part of ACOA's role as a convener for economic development in Atlantic Canada and the Agency's role in implementing the Atlantic Growth Strategy, the renewed focus on key priorities will be a central element of ACOA's planning. The focus on these strategic priorities will have a positive impact on the Agency's desired results and on how it achieves them. The Agency will act as a pathfinder for national programs to support Atlantic businesses to better access and benefit from federal investments. ACOA will look to invest in specific growth sectors, such as ocean, food, clean technology and tourism, while supporting advanced manufacturing, the start-up ecosystem and exports as drivers of competitiveness. The Agency will also focus on Indigenous economic development and on supporting a skilled workforce through immigration.

ACOA will support business investments in the development and commercialization of innovative technologies in Atlantic Canada by:

- Investing in businesses at various stages of development, from start-up to high-growth, to accelerate their growth, assist them in scaling up, and enhance their productivity and competitiveness in both domestic and global markets, through the Business Scale-up and Productivity stream of the Regional Economic Growth through Innovation Program (REGI Program).
- Deploying the Regional Innovation Ecosystem stream of the REGI Program, to create, grow and nurture inclusive regional ecosystems that support business needs and foster an entrepreneurial environment conducive to innovation, growth and competitiveness by convening innovation ecosystem stakeholders, particularly those related to the food and ocean sectors.
- Undertaking an initiative to target capability enhancing investments for the many SMEs across Canada that are downstream steel and aluminum users.
- Enabling companies to adopt clean technologies and processes for increased productivity and competitiveness.

ACOA will invest in the innovation and growth of Atlantic Canadian businesses through:

- Collaboration with other federal and provincial departments to raise business awareness of the need to increase digitization and use of transformative technologies, including clean technologies in Atlantic Canada, and ensure that businesses have the capital they need to implement advanced manufacturing solutions in their operations for increased productivity and competitiveness.
- As business culture and skills development are critical to SME growth, close work with key stakeholders in the region, such as the provinces, educational institutions and industry associations, to address skills issues facing the industry.
- The Atlantic Trade and Investment and Growth Agreement, which will invest \$20 million from federal and provincial sources over five years (2017–2022), and the implementation of plans developed by pan-Atlantic sector teams, co-chaired by the Agency and industry associations, which support ATIGS export targets and objectives in key industry sectors such as food and beverage, clean growth, advanced manufacturing, and ocean technologies.
- Collaboration with federal and provincial partners to implement the Tourism Innovation Action Plan and advance Atlantic Canada’s tourism competitiveness and productive capacity.
- Its role as the lead federal department for the Accelerated Growth Service in Atlantic Canada, enabling growth-oriented businesses to attain their full potential. The Agency will keep building its pipeline of clients that demonstrate strong potential for growth by providing focused sales and export support.

ACOA will invest in the economic diversification of communities to:

- Build awareness of the benefits of immigration to help address labour skills issues in Atlantic Canada, and act as a pathfinder, notably by promoting immigration programming, such as the Atlantic Growth Strategy’s Atlantic Immigration Pilot, and by supporting the Atlantic Canada Study and Stay program, now delivered across all four Atlantic provinces.
- Reach a larger number of Indigenous businesses by supporting efforts that target capacity building and increase knowledge and awareness through interactive business mapping, and by connecting with stakeholders through joint participation in key committees and initiatives as well as communities of interest.
- Along with other RDAs, deliver funding as part of WES, with the objective of increasing the number of women-owned and women-led businesses by enhancing, targeting and diversifying types of support available to women entrepreneurs. The Women Entrepreneurship Fund will invest in women entrepreneurs to grow their businesses and pursue new market opportunities. The WES Ecosystem Fund will help non-profit, third-party organizations deliver support for women entrepreneurs and address gaps in the ecosystem. ACOA will invest over \$7 million in WES projects by 2023. Investments under WES will work toward doubling the number of SMEs majority-owned by women by 2025.

ACOA also fosters innovation internally and is committed to experimenting with different strategies or methods to deliver programs, assess their relevance, and improve service to clients. For instance, ACOA will build on the success of a pilot project that

aims to streamline the evaluation process for commercial projects by extending the pilot to non-commercial projects. In addition, in partnership with the National Research Council of Canada as the technical lead, ACOA is developing a competition under the Impact Canada challenge platform. The challenge aims to incentivize novel ideas to reduce fisheries fuel consumption by maximizing Atlantic Canada's boat building expertise to design a boat hull for inshore fishing fleets that would decrease the amount of greenhouse-gas-emitting fuels used. Such projects will encourage technological innovation and increase awareness of the importance of clean growth technologies. This also presents an opportunity for economic benefit, by bringing forward new technology to the fisheries industry while promoting the region as an environmentally and technologically innovative region.

Risk Mitigation

ACOA will capitalize on the flexibility of its programming, on its advocacy role, on its integrated planning and on balancing risk in its loan portfolio to mitigate potential risks associated with the economy and the capacity of external stakeholders in Atlantic Canada. It will also conduct research and analysis of the factors affecting economic growth in Atlantic Canada, as well as collaborate with partners and stakeholders to foster client and community capacity to help reach the goals established under the Innovation and Skills Plan, the Atlantic Growth Strategy, and the Agency's own key priority areas.

Planned results

Departmental result	Departmental result indicator	Target	Date to achieve target	2015-16 Actual result	2016-17 Actual result	2017-18 Actual result
Communities are economically diversified in Atlantic Canada	Percentage of Atlantic Canadian small and medium-sized enterprises (SMEs) that are majority owned by women, Indigenous people, youth, visible minorities and persons with disabilities	17.0% of female ownership, 1.3% of Indigenous ownership, 10.6% of youth ownership, 4.0% of visible minority ownership, and 0.3% of person(s) with a disability ownership	March 31, 2020	Not available*	Not available*	17.1% of female ownership, 1.1% of Indigenous ownership, 10.6% of youth ownership, 4.5% of visible minority ownership, and 0.3% of person(s) with a disability ownership
	Percentage of professional, science and technology-related jobs in Atlantic Canada's economy	31%**	March 31, 2020	30%	31%	32%
	Amount leveraged per dollar invested by ACOA in community projects	\$1.25 for every dollar invested by ACOA in Atlantic Canada	March 31, 2020	\$1.38	\$1.17	\$1.37

Departmental result	Departmental result indicator	Target	Date to achieve target	2015-16 Actual result	2016-17 Actual result	2017-18 Actual result
Businesses invest in the development and commercialization of innovative technologies in Atlantic Canada	Value of business expenditures in research and development by firms receiving ACOA program funding, in dollars	\$66 million	March 31, 2020	Not available*	Not available*	Not available*
	Percentage of businesses engaged in collaborations with higher education institutions in Atlantic Canada	18%	March 31, 2020	Not available*	Not available*	18%
Businesses are innovative and growing in Atlantic Canada	Number of high growth firms in Atlantic Canada	740**	March 31, 2020	790	610	Not available*
	Value of export of goods (in dollars) from Atlantic Canada	\$22 billion**	March 31, 2020	\$21.1 billion	\$19.5 billion	\$24.8 billion
	Value of exports of clean technologies (in dollars) from Atlantic Canada	Not available*	March 31, 2020	Not available*	Not available*	Not available*
	Revenue growth rate of firms supported by ACOA programs	8%	March 31, 2020	7%	13%	8%

* Not available. Some "Actual results" data are not available because either a) the indicator was new for the 2018-19 fiscal year, and data for previous fiscal years were not available for that indicator, or b) there is a lag in statistical data, meaning that such data are currently only available for a specific period prior to the fiscal year exercise.

** Due to fluctuations in the percentage of professional, science and technology-related jobs, the number of high-growth firms and the value of exports in Atlantic Canada in recent years, the targets for these indicators have been revised accordingly to better reflect both the current economic situation and outlook in the region.

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2021-22 Planned spending
289,063,006	289,063,006	267,187,006	265,407,249

Human resources (full-time equivalents [FTEs])

2019-20 Planned	2020-21 Planned	2021-22 Planned
382	382	382

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

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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Planning highlights

In 2019-20, ACOA will implement organizational initiatives to strengthen and improve the efficiency of service and program delivery and build upon its excellence. The Agency will keep improving processes and systems in priority areas, such as human resources, information management (IM), information technology (IT), finance and administration. It will continue to collaborate with other RDAs to improve upon the efficient delivery of programs and services to Canadians, including a new grants and contributions system.

ACOA will support workplace well-being by continuing to foster a healthy, respectful, accessible and inclusive workplace. It will do so by promoting awareness and use of available tools, by taking action on feedback from employees, and by continuing to implement the Agency Mental Health Action Plan.

Workforce renewal efforts will include implementing innovative strategies to attract and retain a diverse and high-performing workforce through targeted recruitment and enhanced consultation with employees. The Agency will work to manage talent more consistently and effectively, and will develop an organizational learning strategy to meet evolving needs.

ACOA will focus on effectively managing and safeguarding financial and other resources in the delivery of programs through innovation and risk management by promoting standardized and efficient practices. ACOA's 2019 Values and Ethics Strategy will also be implemented to ensure that values and ethics remain at the foundation of the Agency's corporate culture, and support open dialogue at all levels of the organization.

In support of accountability and evidence-based decision making, ACOA will maintain a strong focus on results and impact through ongoing performance measurement, evaluation and analysis of its programs and services. It will continue to ensure that its key activities and budgetary resources are aligned with Government of Canada priorities and the Agency's mandate, and that its planning and decision-making processes fully integrate all required aspects.

ACOA will implement IM/IT initiatives in support of the Government of Canada Strategic Plan for Information Management and Information Technology 2017 to 2021. These initiatives include a focus on gradually decommissioning legacy systems to adopt cloud services, and completing implementation activities for the GCdocs document management system.

Budgetary financial resources (dollars)

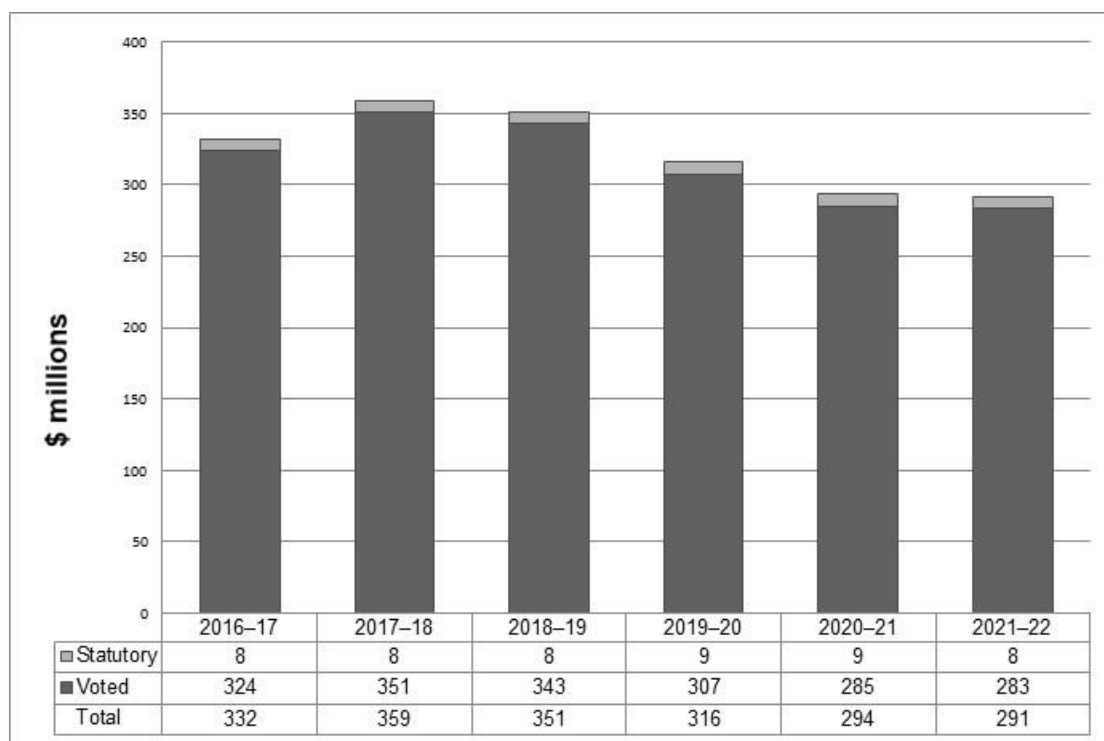
2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2021-22 Planned spending
26,553,941	26,553,941	26,501,876	26,062,242

Human resources (FTEs)

2019-20 Planned	2020-21 Planned	2021-22 Planned
196	196	196

Spending and human resources

Planned spending



Planned spending does not include excess amounts related to the collection of repayable contributions because decisions on the excess amount of collections that can be reinvested by the Agency are made later in the fiscal cycle.

Budgetary planning summary for Core Responsibility and Internal Services (dollars)

Core Responsibility and Internal Services	2016-17 Expenditures	2017-18 Expenditures	2018-19 Forecast spending	2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2021-22 Planned spending
Economic development in Atlantic Canada	307,684,045	332,744,430	324,002,187	289,063,006	289,063,006	267,187,006	265,407,249
Internal Services	24,681,457	26,241,166	27,227,033	26,553,941	26,553,941	26,501,876	26,062,242
Total	332,365,502	358,985,596	351,229,220	315,616,947	315,616,947	293,688,882	291,469,491

In the 2019-20 Main Estimates, the Agency's available funding is \$315.6 million. This represents a decrease of \$35.6 million from the 2018-19 forecast spending of \$351.2 million. The variance is explained by:

- a \$26.0 million decrease in parliamentary authorities received after the tabling of the 2018-19 Main Estimates –
 - a \$25.5 million decrease related to the collection of repayable contributions, as the 2019-20 Main Estimates and Planned spending do not include excess amounts related to the collection of repayable contributions. Decisions on the excess amount of collections that can be reinvested by the Agency are made later in the fiscal cycle and approved through the Supplementary Estimates processes;
 - a \$0.4 million decrease resulting from the operating budget carry forward; and
 - a \$0.1 million decrease related to compensation adjustments.
- a \$9.6 million decrease in temporary initiatives –
 - a \$9.5 million decrease in top-up funding to promote and advance an innovative and knowledge-based economy in Atlantic Canada (Budget 2017);
 - a \$3.1 million decrease related to the amount transferred from the Department of National Defence in support of the Halifax International Security Forum;
 - a \$2.3 million decrease due to additional funds transferred to Natural Resources Canada for Protecting Jobs in Eastern Canada's Forestry Sector;
 - a \$1.0 million decrease in support for specific projects in innovation, commercialization and community development in New Brunswick;
 - a \$0.5 million decrease related to the amount transferred from the Department of Fisheries and Oceans for site remediation at Basin Head, Prince Edward Island, in support of research and monitoring of a marine protected area; and
 - a \$6.8 million increase in temporary funding for the Regional Economic Growth through Innovation Program – Supporting small- and medium-sized enterprise users of steel and aluminum initiative.

In 2020-21, planned spending is \$293.7 million, a decrease of \$21.9 million from the \$315.6 million in the 2019-20 Main Estimates, due to:

- a \$12.5 million decrease due to the conclusion of top-up funding to promote and advance an innovative and knowledge-based economy in Atlantic Canada (Budget 2017);
- a \$6.8 million decrease due to the conclusion of temporary funding for the Regional Economic Growth through Innovation Program – Supporting small- and medium-sized enterprise users of steel and aluminum initiative;
- a decrease of \$2.5 million due to additional funds transferred to Natural Resources Canada for Protecting Jobs in Eastern Canada's Forestry Sector; and
- a decrease of \$0.1 million due to the sunseting of funding to establish a certification and market access program for seal products (Budget 2015).

In 2021-22, planned spending is expected to remain at the 2020-21 level.

Planned human resources

Human resource planning summary for Core Responsibility and Internal Services (FTEs)

Core Responsibility and Internal Services	2016-17 Actual	2017-18 Actual	2018-19 Forecast	2019-20 Planned	2020-21 Planned	2021-22 Planned
Economic development in Atlantic Canada	387	372	380	382	382	382
Internal Services	195	192	196	196	196	196
Total	582	564	576	578	578	578

The forecasted and planned use of human resources for the current and future fiscal years is expected to vary by less than 3%.

Estimates by vote

Information on ACOA's organizational appropriations is available in the [2019-20 Main Estimates](#).

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of ACOA's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [ACOA's website](#).

Future-Oriented Condensed Statement of Operations for the year ending March 31, 2020 (dollars)

Financial Information	2018-19 Forecast results	2019-20 Planned results	Difference (2019-20 Planned results minus 2018-19 Forecast results)
Total expenses	267,412,218	275,208,753	7,796,535
Total revenues	12,647	19,351	6,704
Net cost of operations before government funding and transfers	267,399,571	275,189,402	7,789,831

Planned total expenses for fiscal year 2019-20 are \$275.2 million, an increase of \$7.8 million compared to the 2018-19 forecast results. The planned expenses do not include unconditionally repayable contributions transfer payments, which are estimated to be \$74.7 million: these are classified as assets.

Total revenues represent the gain on disposal of tangible capital assets.

Additional information

Corporate information

Organizational profile

Appropriate minister:

The Honourable Navdeep Bains, PC, MP

Institutional head:

Mr. Francis P. McGuire, President

Ministerial portfolio:

Innovation, Science and Economic Development

Enabling instrument:

Part I of the *Government Organization Act, Atlantic Canada 1987*, R.S.C., 1985, c. 41 (4th Supp.), also known as the *Atlantic Canada Opportunities Agency Act*. See the [Department of Justice Canada website](#) for more information.

Year of incorporation:

1987

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 [ACOA's website](#).

Reporting framework

ACOA's Departmental Results Framework and Program Inventory for 2019-20 are shown below.

Departmental Results Framework	Core Responsibility: Economic development in Atlantic Canada		Internal Services
	Departmental Result: Communities are economically diversified in Atlantic Canada	Indicator: Percentage of Atlantic Canadian small and medium-sized enterprises (SMEs) that are majority owned by women, Indigenous people, youth, visible minorities and persons with disabilities	
		Indicator: Percentage of professional, science and technology-related jobs in Atlantic Canada's economy	
		Indicator: Amount leveraged per dollar invested by ACOA in community projects	
	Departmental Result: Businesses invest in the development and commercialization of innovative technologies in Atlantic Canada	Indicator: Value of Business expenditures in research and development by firms receiving ACOA program funding in dollars	
		Indicator: Percentage of businesses engaged in collaborations with higher education institutions in Atlantic Canada	
	Departmental Result: Businesses are innovative and growing in Atlantic Canada	Indicator: Number of high growth firms in Atlantic Canada	
		Indicator: Value of export of goods (in dollars) from Atlantic Canada	
		Indicator: Value of exports of clean technologies (in dollars) from Atlantic Canada	
		Indicator: Revenue growth rate of firms supported by ACOA programs	
Program Inventory	Program: Inclusive Communities		
	Program: Diversified Communities		
	Program: Research and Development, and Commercialization		
	Program: Innovation Ecosystem		
	Program: Business Growth		
	Program: Trade and Investment		
	Program: Policy Research and Engagement		

Supporting information on ACOA's Program Inventory

Supporting information on planned expenditures, human resources, and results related to ACOA's Program Inventory is available in the [GC InfoBase](#).

Supplementary information

The following supplementary information tables are available on ACOA's website:

- [Departmental Sustainable Development Strategy](#)
- [Details on transfer payment programs of \\$5 million or more](#)
- [Disclosure of transfer payment programs under \\$5 million](#)
- [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](#). 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, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

Atlantic Canada Opportunities Agency

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Secure Facsimile: 506-857-1301

TTY: 1-877-456-6500

Access to Information/Privacy: 506-851-2271

<https://www.canada.ca/en/atlantic-canada-opportunities.html>

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)

Any change 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)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

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-diverse people. The “plus” acknowledges that GBA goes beyond sex 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 2019–20 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative 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 Information Profile (profil de l'information sur le rendement)

The document that identifies the performance information for each Program from the Program Inventory.

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

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 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.

Program Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

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.