

# Atlantic Canada Opportunities Agency

2020-21

## **Departmental Plan**

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The Honorable Mélanie Joly, PC, MP  
Minister of Economic Development and Official Languages

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## From the Minister

It is my pleasure to present the 2020-21 Departmental Plan for the Atlantic Canada Opportunities Agency (ACOA). We are working across the Innovation, Science and Economic Development portfolio to enhance Canada's innovation performance, improve conditions for business investments, increase Canada's share of global trade, and build a fair and efficient marketplace that promotes consumer choice and competition.

We will continue to work with provinces, territories, municipalities, Indigenous groups, industry, stakeholders and all Canadians to deliver an economic agenda that is growing an internationally competitive, knowledge-based economy while achieving our environmental goals.

We also understand that the path to economic prosperity varies from region to region. We will continue to support regional economic development through the regional development agencies that is responsive to the unique opportunities and challenges across the country. We will also encourage opportunities to increase trade and investment in key sectors that are economic drivers for the regions, including work that will build on the new Federal Tourism Growth Strategy.

In the coming year, ACOA will continue to create opportunities for sustained and inclusive growth among Atlantic Canada's communities and small and medium-sized enterprises (SMEs). ACOA will help SMEs scale up and invest in new technologies, including clean technology and automation, that will improve their productivity and enable them to better compete. The Agency will also help SMEs position themselves in the global market to increase trade and attract foreign investment. The Agency will work to harness the potential of Atlantic Canada's traditional economic sectors, including food, ocean resources and tourism, to maximize the economic benefits of the region's natural assets. To ensure that employers are able to hire the people they need to grow and succeed, ACOA will work with its partners to attract and retain skilled workers to strengthen the workforce and grow the region's population. ACOA will also strengthen its partnerships with Indigenous governments and economic development organizations to ensure that the regional economy offers opportunities to all Atlantic Canadians.

Through these initiatives and others, we will continue to deliver on our commitment to foster a dynamic and growing economy that creates jobs, opportunities and a better quality of life for all Canadians.



**The Honourable Mélanie Joly**  
Minister of Economic Development and Official Languages

## Plans at a glance

In 2020-21, the Atlantic Canada Opportunities Agency (ACOA) will continue to advance a strong, dynamic and inclusive economy in Atlantic Canada and ensure that small and medium-sized enterprises (SMEs) and communities are well positioned for sustained growth. To do so, the Agency will work with federal departments and the four provincial governments to promote innovation, business growth, tourism and community development in urban and rural areas. The Agency will also emphasize partnerships that bring together stakeholders from across the innovation ecosystem, that embrace inclusivity, and that foster the participation of all groups of Atlantic Canadians in the economy.

Together, these efforts will move the Government of Canada's overall economic agenda forward, to create good middle class jobs and contribute to its strategies such as the Rural Economic Development Strategy and the Tourism Growth Strategy. These efforts will also support several mandate letter commitments, notably responding to opportunities and challenges of Atlantic Canadians, including being a convenor and trusted resource.

In collaboration with other regional development agencies (RDAs), the Agency will continue to deliver the Regional Economic Growth through Innovation (REGI) Program, a nationally coordinated, regionally tailored program designed to foster an entrepreneurial environment conducive to innovation, growth and competitiveness. By helping businesses strengthen their productivity and competitiveness, the program will help maintain and create good middle-class jobs for Canadians. The Agency will also continue to implement related initiatives such as the following: the Women Entrepreneurship Strategy's Ecosystem Fund, to address gaps and build capacity in the entrepreneurship ecosystem for women; the Canada Coal Transition Initiative, to help communities in Nova Scotia and New Brunswick transition to a low-carbon economy after the closure of coal-fired electricity plants; and the Canadian Experiences Fund, to support communities across Canada to create and enhance tourism products, facilities and experiences.

In 2020-21, ACOA will implement bold ideas to support long-term growth in the region and ensure equal opportunities for Atlantic Canadian businesses and communities. Through the Agency's key priorities and through large-scale, collaborative measures with federal departments, provincial governments and stakeholders such as the Atlantic Growth Strategy, ACOA will maintain its integrated and cohesive pan-Atlantic approach of leveraging collective skills, knowledge and assets to ignite growth. These efforts will move the region closer to reaching its full potential in the modern economy.

**Businesses** – The Agency will work with firms to capitalize on existing sector strengths and capacities, helping to scale up businesses and key industry sectors, and growing exports in markets with high-growth potential by:

- building on the economic potential of Atlantic Canada’s ocean resources, promoting Atlantic food and beverage products at home and abroad, and focusing on a strategic approach to tourism development in the region.
- supporting businesses and tourism operators, including Indigenous operators, through the Tourism Innovation Action Plan.
- continuing to implement the Atlantic Trade and Investment Growth Strategy to foster a culture of growth through exports, and to help regional firms become globally successful by diversifying and expanding their markets, and 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.

**Technologies** – The Agency will support businesses in investing in new technology to improve their efficiency, productivity and competitiveness, and will foster the development of strong companies. ACOA will help Atlantic businesses to:

- pursue automation and the use of transformative advanced 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.

**Communities** – The Agency will invest in inclusive growth and provide support to build SMEs and invest in 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 economy and diversity of Atlantic Canadian communities through supporting and building awareness around immigration and through the attraction and retention of newcomers and their families.
- support Indigenous economic development by strengthening partnerships and working with other government departments as well as with Indigenous governments and economic associations.
- help non-profit, third-party organizations deliver support for under-represented entrepreneurs and address gaps in the ecosystem to help them grow their businesses and pursue new market opportunities.

For more information on ACOA’s plans, priorities and planned results, see the “[Core responsibilities: planned results and resources, and key risks](#)” section of this report.



## Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### Economic development in Atlantic Canada

#### Description

Support Atlantic Canada's economic growth, wealth creation and economic prosperity through inclusive clean growth and by 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

ACOA is a convenor for economic development in Atlantic Canada and a key collaborator with provincial governments, such as through the Atlantic Growth Strategy. ACOA will strategically invest in specific growth sectors such as food, oceans, aquaculture, clean technology and tourism, all while supporting advanced manufacturing, the start-up ecosystem, exports and a skilled workforce through immigration as drivers of competitiveness. The Agency will also focus on inclusive community economic development, including investing in Indigenous priorities in collaboration with Indigenous partners. In doing so, ACOA will act as a pathfinder for Atlantic businesses to better access and benefit from federal programs and investments.

Throughout 2020-21, ACOA will continue to help firms scale up, develop new markets and expand, as well as assist with the adoption of new technologies and processes. ACOA will be the main platform to support place-based investments in the Atlantic Canadian innovation ecosystem while helping communities advance and diversify their economies in an inclusive way. This work will be coordinated across the country with other regional development agencies.

In 2020-21, ACOA will work to advance its three departmental results with the following initiatives, activities and actions:

#### Businesses are innovative and growing in Atlantic Canada

- Help businesses at various stages of development – from start-up to high growth – to accelerate their growth and scale up, and to enhance their productivity and competitiveness in both domestic and global markets through the Business Scale-up and Productivity stream of the REGI Program.

- Collaborate with other departments to raise business awareness of the need to increase digitization and use of transformative technologies, including clean technologies, in Atlantic Canada, and ensure businesses have the capital they need to implement advanced manufacturing solutions for increased productivity and competitiveness.
- Work closely with key stakeholders in the region, such as provincial governments, educational institutions and industry associations, to address skills and labour shortages.
- Enable growth through exports in key industry sectors, ensure a greater presence for Atlantic Canadian companies in key markets, such as the European Union, and promote foreign direct investment through the Atlantic Trade and Investment and Growth Agreement with Atlantic provincial governments; and collaborate with federal, provincial, and industry partners to implement the Tourism Innovation Action Plan and advance Atlantic Canada's tourism competitiveness and productive capacity.
- Leverage company-oriented growth plans under the Accelerated Growth Service, led by ACOA in Atlantic Canada and involving other federal and provincial organizations, by building a pipeline of clients with strong potential for growth and providing them with focused sales and export support.
- Position Atlantic Canadian clean-tech companies for growth and enable them to access federal clean technology funding.

### **Businesses invest in the development and commercialization of innovative technologies in Atlantic Canada**

- Support the development and marketing of new products and services, the adoption and adaptation of advanced technologies to increase productivity, and the acquisition of skills and market knowledge, with a strong focus on key sectors such as oceans and food.
- Deliver 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.
- Enable companies to adopt clean technologies and processes for increased productivity and competitiveness.

### **Communities are economically diversified in Atlantic Canada**

- Support immigration to help address labour and skills shortages in Atlantic Canada, and act as a pathfinder, notably supporting federal and provincial partners in making the Atlantic Immigration Pilot permanent, and in creating the Municipal Nominee Program. In this regard, the Agency will continue to focus on employers and international students.
- Reach a larger number of Indigenous businesses by supporting efforts that target capacity building and increase knowledge and awareness through interactive business mapping, and convening federal, provincial, stakeholder and community partners through joint participation in key committees, initiatives and communities of interest.

- Support activities that ensure businesses have the training, skills and tools required to be competitive in global markets by continuing to work with Community Business Development Corporations and other community development organizations.
- Support priority projects and economic diversification in communities in New Brunswick and Nova Scotia affected by the future phase-out of coal fired electricity generation and the transition to a low-carbon economy.
- Invest in the economic diversification of communities to promote the inclusion of under-represented groups such as women, newcomers, Indigenous peoples, younger and older workers, and persons with disabilities.

### **Gender-based analysis plus**

The Agency will use gender-based analysis plus (GBA+) to support community and business vitality, and to understand the impacts of its policies and programs especially for groups under-represented in the economy, such as women, youth, Indigenous peoples, immigrants, official language minority communities, and rural areas. The Agency will integrate GBA+ into its program evaluations, data collection and analysis, and corporate policies. These activities will continue to advance the Government of Canada's Gender Results Framework, specifically its goals on: economic participation and prosperity of women and under-represented groups; and, leadership and democratic participation, notably its expected result of creating opportunities for women and under-represented groups to start and grow their businesses and to succeed on a global scale.

### **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

The Agency's activities and initiatives support objectives related to low-carbon government, clean growth and clean energy, and contribute to several of the UN's sustainable development goals (SDGs), including ensuring sustainable consumption (SDG 12.7 through low-carbon government initiatives), building resilient infrastructure and promoting inclusive and sustainable industrialization (SDG 9.5 through clean growth initiatives), and ensuring access to affordable, reliable, sustainable and modern energy for all (SDG 7.2 through clean energy initiatives).

### **Experimentation**

ACOA fosters innovation and is committed to experimenting with different strategies or methods to deliver programs, assess their relevance, and improve service to clients. New innovative methods will be used to design and implement ACOA's new grants and contributions program management system and its client portal, ACOA Direct, including consultations and client testing during development to incorporate user expertise and perspectives throughout the iterative prototyping. This will help create a system that responds to both internal and external client needs.

**Key risk(s)**

ACOA has identified two main risks to fulfilling its mandate. The first is a risk that the Agency's economic development programming may be affected by external factors that contribute to uncertainties for economic growth in Atlantic Canada. The second is a risk that the capacity of ACOA's stakeholders – other governments, partners, communities and clients – for the identification, development and successful implementation of strategic projects may not be sufficient to support the optimal achievement of ACOA's program objectives. ACOA will capitalize on the flexibility of its programs, on its advocacy role, and on its integrated planning to mitigate potential risks associated with an evolving economy and the depth of regional stakeholders' capacity. It will conduct analysis on regional economic issues and collaborate with stakeholders to foster client and community capacity to help achieve targets under key federal priorities.

## Planned results for economic development in Atlantic Canada

Departmental result	Departmental result indicator	Target	Date to achieve target	2016 17 actual result	2017 18 actual result	2018 19 actual result
Communities are economically diversified in Atlantic Canada	Percentage of Atlantic Canadian SMEs that are majority owned by women, Indigenous people, youth, visible minorities and persons with disabilities	17% female ownership; 1% Indigenous ownership; 10.5% youth ownership; 4% visible minority ownership; and, 0.3% persons with disabilities ownership	March 31, 2021	Not available <sup>1</sup>	Not available <sup>1</sup>	17.1% female ownership; 1.1% Indigenous ownership; 10.6% youth ownership; 4.5% visible minority ownership; and, 0.3% persons with disabilities ownership <sup>2</sup>
	Percentage of professional-, science- and technology-related jobs in Atlantic Canada's economy	31%	March 31, 2021	31%	32%	32%
	Amount leveraged per dollar invested by ACOA in community projects	\$1.20 for every dollar invested by ACOA in Atlantic Canada	March 31, 2021	\$1.17	\$1.37	\$1.32
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	\$84 million	March 31, 2021	Not available <sup>1</sup>	Not available <sup>1</sup>	\$86.7 million
	Percentage of businesses engaged in collaborations with higher education institutions in Atlantic Canada	18%	March 31, 2021	Not available <sup>1</sup>	Not available <sup>1</sup>	18% <sup>2</sup>
Businesses are innovative and growing in Atlantic Canada	Number of high-growth firms in Atlantic Canada	600	March 31, 2021	Not available <sup>3</sup>	610	620
	Value of export of goods (in dollars) from Atlantic Canada	\$24 billion	March 31, 2021	\$19.5 billion	\$24.8 billion	\$26.4 billion
	Value of export of clean technologies (in dollars) from Atlantic Canada	Not available <sup>1</sup>	March 31, 2021	Not available <sup>1</sup>	Not available <sup>1</sup>	Not available <sup>1</sup>
	Revenue growth rate of firms supported by ACOA programs	8%	March 31, 2021	7% <sup>4</sup>	7% <sup>4</sup>	9% <sup>4</sup>

Financial, human resources and performance information for ACOA's program inventory is available in the [GC InfoBase](#).<sup>1</sup>

<sup>1</sup> Some data are not available from Statistics Canada.

<sup>2</sup> Figures represent the latest available data from Statistics Canada at the time of drafting. Figures presented for previous years were also the latest available at the time of drafting. Statistics Canada data may have been modified since this report was drafted.

<sup>3</sup> There was a change in the methodology used by Statistics Canada to measure the number of high-growth firms by revenue, and historical data has not yet been revised.

<sup>4</sup> In 2020-21, the results for this indicator were updated based on a 5-year average to account for the lag (two-years) in data availability from Statistics Canada and fluctuations in the results for this indicator.

## Planned budgetary financial resources for economic development in Atlantic Canada

2020 21 budgetary spending (as indicated in Main Estimates)	2020 21 planned spending	2021 22 planned spending	2022 23 planned spending
274,054,608	274,054,608	267,832,948	275,416,363

Financial, human resources and performance information for ACOA's program inventory is available in the [GC InfoBase](#).<sup>ii</sup>

## Planned human resources for economic development in Atlantic Canada

2020 21 planned full time equivalents	2021 22 planned full time equivalents	2022 23 planned full time equivalents
381	381	381

Financial, human resources and performance information for ACOA's program inventory is available in the [GC InfoBase](#).<sup>iii</sup>

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## Internal Services: planned results

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refer to the activities and resources of the 10 distinct services that support Programs delivery in the organization, regardless of its Internal Services delivery model. These services are:

- ▶ Acquisition Management Services
- ▶ Communications Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management (IM) Services
- ▶ Information Technology (IT) Services
- ▶ Legal Services
- ▶ Materiel Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

### Planning highlights

In 2020-21, ACOA will support workplace well-being by continuing to foster a healthy, diverse and innovative workplace through the implementation of wellness, diversity and inclusion initiatives such as its Mental Health Action Plan, its Official Languages Action Plan, and its Employment Equity, Diversity and Inclusion Action Plan.

ACOA will implement organizational initiatives to strengthen and improve the efficiency of services and program delivery and build upon its excellence.

Specifically, ACOA will:

- continue the development and implementation of the common Grants and Contributions Program Management business system in collaboration with other RDAs and the strengthening of its performance measurement strategy.
- implement IM/IT initiatives in support of the Government of Canada's Digital Operations Strategic Plan 2018-2022. These user-centric and service-oriented initiatives include a focus on achieving an increasingly open, collaborative and accessible workplace that is digitally enabled through the use of modern technology, technology practices and information stewardship.
- work in collaboration with central agencies to develop strategies to help identify and mitigate cyber-security risks and the protection of information.

- continue to implement the Government of Canada workplace modernization initiative by creating open, agile and connected workplaces in its various locations across Atlantic Canada.

Planned budgetary financial resources for Internal Services

2020 21 budgetary spending (as indicated in Main Estimates)	2020 21 planned spending	2021 22 planned spending	2022 23 planned spending
26,961,156	26,961,156	26,265,143	26,345,015

Planned human resources for Internal Services

2020 21 planned full time equivalents	2021 22 planned full time equivalents	2022 23 planned full time equivalents
196	196	196



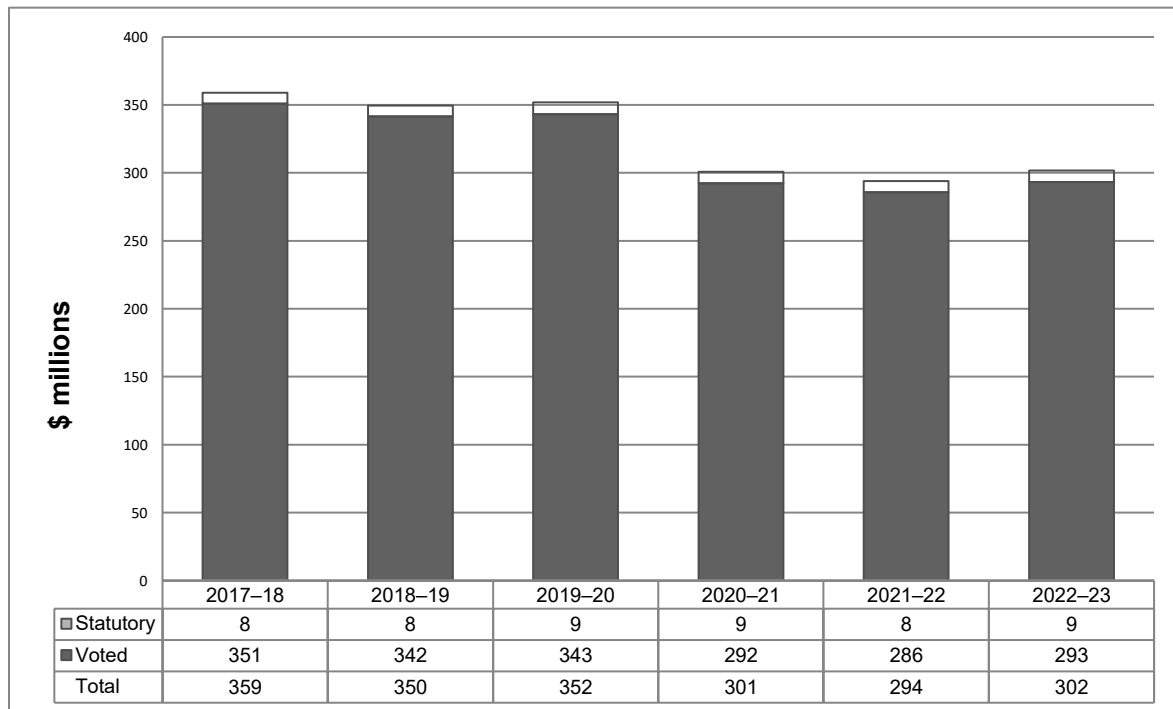
## Spending and human resources

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

### Planned spending

Departmental spending 2017-18 to 2022-23

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



Actual spending: 2017-18, 2018-19. Planned spending: 2019-20, 2020-21, 2021-22, and 2022-23.

Planned spending for 2020-21, 2021-22 and 2022-23 does not include excess amounts related to the collection of repayable contributions because decisions on the excess amount of collections that can be re-invested by the Agency are made later in the fiscal cycle.

### Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of ACOA's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017 18 expenditures	2018 19 expenditures	2019 20 forecast spending	2020 21 budgetary spending (as indicated in	2020 21 planned spending	2021 22 planned spending	2022 23 planned spending
Economic Development in Atlantic Canada	332,744,431	323,354,426	325,011,474	274,054,608	274,054,608	267,832,948	275,416,363
<b>Subtotal</b>	<b>332,744,431</b>	<b>323,354,426</b>	<b>325,011,474</b>	<b>274,054,608</b>	<b>274,054,608</b>	<b>267,832,948</b>	<b>275,416,363</b>
Internal Services	26,241,166	26,243,126	26,823,604	26,961,156	26,961,156	26,265,143	26,345,015
<b>Total</b>	<b>358,985,597</b>	<b>349,597,552</b>	<b>351,835,078</b>	<b>301,015,764</b>	<b>301,015,764</b>	<b>294,098,091</b>	<b>301,761,378</b>

In the 2020-21 Main Estimates, the Agency's available funding is \$301.0 million. This represents a decrease of \$50.8 million from 2019-20 forecast spending of \$351.8 million. The variance is explained as follows:

- a total decrease of \$53.4 million due to:
  - \$27.5 million related to the collection of repayable contributions. This is an adjustment required annually to account for collections in excess of the base amount included in ACOA's reference levels;
  - \$12.5 million related to a reprofile of funds as a result of project/contracting delays;
  - \$6.8 million due to the expiration of temporary funding in support of the REGI Program – Supporting Small and Medium-Sized Enterprise Users of Steel and Aluminum Initiative;
  - \$3.1 million related to the amount transferred from the Department of National Defence in support of the Halifax International Security Forum;
  - \$2.5 million in funding announced in Budget 2018 (resulting in a transfer of funds to Natural Resources Canada) related to Protecting Jobs in Eastern Canada's Forestry Sector;
  - \$0.8 million due to the expiration of temporary funding announced in Budget 2018 for the Women Entrepreneurship Strategy;
  - \$0.1 million for the Enhancing Rural Innovation project carried out by the Organisation for Economic Co-operation and Development; and,
  - \$0.1 million for the Women Entrepreneurship Strategy Ecosystem Fund National Stream.
- The decrease is offset by a total increase of \$2.6 million related to temporary funding announced in Budget 2019 related to launching a federal strategy on jobs and tourism.

In 2021-22, planned spending is \$294.1 million, a decrease of \$6.9 million from the \$301.0 million in the 2020-21 Main Estimates, due to:

- \$4.8 million due to the expiration of temporary funding announced in Budget 2019 related to launching a federal strategy on jobs and tourism;
- \$0.9 million in compensation allocations resulting from revised collective agreements;
- \$0.8 million in funding announced in Budget 2018 (resulting in a transfer of funds to Natural Resources Canada) related to Protecting Jobs in Eastern Canada's Forestry Sector; and,
- \$0.4 million in various adjustments.

In 2022-23, planned spending is \$301.8 million, an increase of \$7.7 million from the \$294.1 million in 2021-22 planned spending, due to:

- \$7.4 million resulting from the conclusion of funding announced in Budget 2018 (because of a transfer of funds to Natural Resources Canada) related to Protecting Jobs in Eastern Canada's Forestry Sector;
- \$0.2 million related to the support of the North American Platform Program for international business development (led by Global Affairs Canada); and,
- \$0.1 million in compensation allocations resulting from revised collective agreements.

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in ACOA's departmental results framework and to Internal Services for the years relevant to the current planning year.

### Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017 18 actual full-time equivalents	2018 19 actual full-time equivalents	2019 20 forecast full time equivalents	2020 21 planned full time equivalents	2021 22 planned full time equivalents	2022 23 planned full time equivalents
Economic Development in Atlantic Canada	376	378	378	381	381	381
<b>Subtotal</b>	<b>376</b>	<b>378</b>	<b>378</b>	<b>381</b>	<b>381</b>	<b>381</b>
Internal Services	195	194	199	196	196	196
<b>Total</b>	<b>571</b>	<b>572</b>	<b>577</b>	<b>577</b>	<b>577</b>	<b>577</b>

Human resource levels at ACOA remain stable. The minor fluctuations that occur reflect the realignment of human resources to support priorities and projects. The Agency will continue to achieve its results by allocating its human resources to best support its priorities and programs.

## Estimates by vote

Information on ACOA's organizational appropriations is available in the [2020-21 Main Estimates](#).<sup>iv</sup>

## Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of ACOA's operations for 2019-20 to 2020-21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

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

Condensed future-oriented statement of operations for the year ending  
March 31, 2021 (dollars)

Financial information	2019 20 forecast results	2020 21 planned results	Difference (2020 21 planned results minus 2019 20 forecast results)
Total expenses	252,412,678	245,390,294	(7,022,383)
Total revenues	28,909	17,058	(11,851)
Net cost of operations before government funding and transfers	252,383,769	245,373,236	(7,010,532)

Planned total expenses for fiscal year 2020-21 are \$245.4 million, a decrease of \$7.0 million compared to the 2019-20 forecast results. The planned expenses do not include unconditionally repayable contributions transfer payments, which are estimated to be \$84.1 million. These are classified as assets.

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



## Corporate information

### Organizational profile

**Appropriate minister(s):**

The Honorable Mélanie Joly, PC, MP

**Institutional head:**

Francis P. McGuire, President

**Ministerial portfolio:**

Innovation, Science and Economic Development

**Enabling instrument(s):**

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 / commencement:**

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](#).

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

### Operating context

Information on the operating context is available on ACOA's [website](#).

## Reporting framework

ACOA’s approved Departmental Results Framework and Program Inventory for 2020-21 are as follows:

<b>Departmental Results Framework</b>	Core Responsibility: Economic development in Atlantic Canada		<b>Internal Services</b>
	Departmental Result: Communities are economically diversified in Atlantic Canada.	Indicator: percentage of Atlantic Canadian small and medium-sized enterprises 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 (in dollars) by firms receiving ACOA program funding	
		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 export of clean technologies (in dollars) from Atlantic Canada	
		Indicator: revenue growth rate of firms supported by ACOA programs	
<b>Program Inventory</b>	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		



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## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to ACOA's program inventory is available in the [GC InfoBase](#).<sup>v</sup>

## Supplementary information tables

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

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

## Federal tax expenditures

ACOA's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020-21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>vi</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

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Facsimile: 506-851-7403  
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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

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

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

### **departmental result (résultat ministériel)**

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

### **departmental result indicator (indicateur de résultat ministériel)**

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

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

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

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

### **experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**full-time equivalent (équivalent temps plein)**

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

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

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

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

For the purpose of the 2020–21 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

**performance reporting (production de rapports sur le rendement)**

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

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

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

**program (programme)**

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

**program inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**strategic outcome (résultat stratégique)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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

## Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. 2018-19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>