

**FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR SOUTHERN ONTARIO
 FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR NORTHERN ONTARIO
 PRAIRIES ECONOMIC DEVELOPMENT CANADA AND
 PACIFIC ECONOMIC DEVELOPMENT CANADA
 DETAILED ACTION PLAN**

to the recommendations of Report 14, Regional Relief and Recovery Fund of the 2021 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
14.32	For future programs, the Federal Economic Development Agency for Northern Ontario, the Federal Economic Development Agency for Southern Ontario, Prairies Economic Development Canada, Pacific Economic Development Canada, and the other Regional Development Agencies should establish targeted levels of support for under-represented groups and ensure that information collected is used to inform decision making.	<p>Partially agreed. The Regional Development Agencies audited agree that gender-based analysis plus and other data needs to be collected to inform decision making on the needs of under-represented groups for future programs.</p> <p>Regional Development Agencies recognize that under-represented groups were disproportionately impacted by the pandemic. The Regional Relief and Recovery Fund was designed to provide funds to all small businesses unable to access adequate funding elsewhere. The agencies agree that for every program considered, efforts are needed to help ensure that the distribution of supports are inclusive and reflective of the populations in the context of the program objectives. In the case of the Regional Relief and Recovery Fund, targets for under-represented groups could have limited the ability of the Regional Development Agencies to adjust and provide support to those that needed it the most.</p> <p>Results for this program show that funding was provided to the businesses that needed it the most, with significant support provided to under-represented groups.</p>	<p>In future national programs delivery we consider how best to address needs of under-represented groups, and if and where establishing targeted levels of support is warranted.</p> <p>Gender-Based Analysis Plus (GBA+) and other data is collected and used to inform decision-making.</p>	Ongoing	<p>The audited Regional Development Agencies will continue to look for ways to better support under-represented groups in new and existing programming. This includes the application of GBA+ analyses in the development and delivery of new pandemic economic recovery initiatives under Budget 2021.</p> <p>Actions completed or underway related to this recommendation include:</p> <ul style="list-style-type: none"> - Launched two new initiatives: Tourism Relief Fund (TRF) and Jobs and Growth Fund (JGF) that have specific provisions or targets for Indigenous groups, based on GBA+ analysis. TRF allocated 10% of funding nationally for Indigenous organizations where as JGF may provide up to 100 percent funding for Indigenous recipients Completed: July 2021 - Delivered the Women Entrepreneurship Strategy and the Black Entrepreneurship Program which are initiatives targeted specifically towards under-represented groups. In addition, RDA's continue to deliver targeted levels of investment through the Economic Development Initiative for official language minority communities. Ongoing. - Updated Budget 2021 application forms to include inclusiveness and diversity questions on the leadership of the organization and the groups benefitting from the project to inform decision making and also collect data to inform future policy 	<p>Federal Economic Development Agency for southern Ontario, Business, Policy, Partnerships, and Communications branch Vice-President /Chris Padfield, 613-941-2479</p> <p>Prairies Economic Development Canada Executive Director, Finance & Corporate Management /Sundeep Cheema 604-217-0162</p> <p>Pacific Economic Development Canada. Chief Financial Officer/Mona Luke, 604-679-6617</p> <p>Federal Economic Development Agency for</p>	

					and program design. Completed July 2021	Northern Ontario, Policy, Planning and Coordination Unit, Director /Stephanie Duhaime, 705-670-6656	
14.55	<p>To foster greater compliance with transfer payment policies and ensure efficiency, fairness, and transparency in delivering future programs, the Federal Economic Development Agency for Northern Ontario, the Federal Economic Development Agency for Southern Ontario, Prairies Economic Development Canada, and Pacific Economic Development Canada, along with the other Regional Development Agencies, should ensure</p> <ul style="list-style-type: none"> • a common approach to program delivery and to assessment and approval of funding requests • an open and transparent application process for all funding 	<p>Partially agreed. The Regional Development Agencies audited agree that transparency was not perfectly served because of the emergency nature of the program. This was in line with guidance from the Secretary of the Treasury Board to all deputy heads to put a priority focus on achieving the intended results of the government's response measures and to use their sound judgment for maximum flexibility in applying Treasury Board policies and exercising authorities. The agencies agree that it would be helpful to examine practical ways to improve transparency in the future.</p> <p>The Regional Development Agencies audited do not agree that common delivery of funding programs is appropriate in all instances. Regional Development Agencies were expressly established to be place-based and reflective of the region they operate in and deliver national programs such as the Regional Relief and Recovery Fund in a nationally coordinated, regionally tailored fashion.</p> <p>Complementarity with provincial and other levels of government programs is typically more important to the agencies' clients than consistency with programs being delivered in a different context in other parts of the country.</p>	<p>National programs are designed, coordinated and delivered by the RDAs in a manner that also reflects the place-based nature of RDAs mandates.</p> <p>Programs are delivered using an open and transparent application process while being responsive to the public policy objectives.</p>	By March 31, 2023	<p>Actions completed or underway related to this recommendation by the audited Regional Development Agencies that responds to the recommendations was taken for five new pandemic economic recovery initiatives under Budget 2021:</p> <ul style="list-style-type: none"> - Developed reporting frameworks to collect consistent information for assessment and reporting. Completed July 2021. - Launch public-facing material in a similar format to communicate common funding parameters. Completed July 2021. - Established "RDA Tiger Teams" for five* (5) new COVID-19 recovery programs announced in Budget 2021 to nationally coordinate and monitor program implementation while meeting the specific needs of respective regions. Completion date March 2023. - Delivered technical briefings to stakeholders and new prospective applicants to communicate eligibility requirements and program timeframes. Completed November 2021. 	<p>Federal Economic Development Agency for southern Ontario, Policy, Partnerships, and Communications branch Vice-President /Chris Padfield, 613-941-2479</p> <p>Prairies Economic Development Canada Executive Director, Finance & Corporate Management /Sundeep Cheema 604-217-0162</p> <p>Pacific Economic Development Canada. Chief Financial Officer/Mona Luke, 604-679-6617</p> <p>Federal Economic Development Agency for Northern Ontario, Director of Programs /Lucie Perreault, 705-690-7865</p>	
14.68	For future funding programs, Innovation, Science and Economic Development Canada, the Federal Economic Development Agency for Northern Ontario, the Federal	Agreed. Innovation, Science and Economic Development Canada and the Regional Development Agencies audited agree that the consistency of	National programs designed and delivered by Regional Development Agencies use performance indicators and data reporting tools to	By March 31, 2023	Actions completed or underway related to this recommendation by the audited Regional Development Agencies that responds to the recommendations was taken for five new pandemic	Federal Economic Development Agency for southern Ontario,	

	<p>Economic Development Agency for Southern Ontario, Prairies Economic Development Canada, and Pacific Economic Development Canada, as well as other Regional Development Agencies, should review and harmonize their processes to accurately report on program outcomes.</p>	<p>measurement reporting could be improved. The department and the agencies agree that this is an area for further work. The department and the agencies agree with the importance of continuous improvement. Lessons learned from previous programming will inform the design of performance measurement strategies for future initiatives.</p>	<p>enhance accuracy and consistency of reporting on the achievement of program outcomes.</p>		<p>economic recovery initiatives under Budget 2021:</p> <ul style="list-style-type: none"> - Development of similar initiatives indicators. Completed June 2021. - Development of a data reporting template. Completed July 2021. <p>As part of continuous improvement, the Regional Development Agencies will take additional steps to enhance the accuracy of performance indicators and data gathered including regular collaboration to improve methodologies for indicators, development of tools for staff, and continued enhancements to data collection. Completion date March 2023.</p>	<p>Business, Policy, Partnerships, and Communications branch Vice-President /Chris Padfield, 613-941-2479</p> <p>Prairies Economic Development Canada Executive Director, Finance & Corporate Management /Sundeep Cheema 604-217-0162</p> <p>Pacific Economic Development Canada. Chief Financial Officer/Mona Luke, 604-679-6617</p> <p>Federal Economic Development Agency for Northern Ontario, Policy, Planning and Coordination Unit, Director /Stephanie Duhaime, 705-670-6656</p>	
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* Federal Economic Development Agency for Northern Ontario is not implicated in Major Festivals and Events Support Initiative for a total of four (4) B2021 COVID-19 recovery programs