

# **Prairies Economic Development Canada**

## **2022–23**

### Departmental Plan

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The Honourable Daniel Vandal, Minister of  
Northern Affairs, Minister responsible for Prairies  
Economic Development Canada and Minister  
responsible for the Canadian Northern Economic  
Development Agency

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website at [www.prairiescan.gc.ca](http://www.prairiescan.gc.ca).<sup>1</sup>

This document is available in alternative formats upon request.

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## From the Minister

As Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada, and Minister responsible for the Canadian Northern Economic Development Agency, I am pleased to present Prairies Economic Development Canada’s Departmental Plan for the 2022-23 fiscal year.

As the first Minister responsible for PrairiesCan, my objective is to improve the lives of families, grow and diversify the Prairie economy, and advance Prairie interests in Ottawa. Our plan is designed to advance the success of our economy, the resilience of our communities, and a fair and inclusive recovery. That is the core of our government’s commitment to build back better.

This is the first departmental plan for PrairiesCan. It outlines a strengthened approach to economic development in Manitoba, Saskatchewan and Alberta. In the last decade alone, WD has touched over 940 communities, 5,700 for-profits, 1,600 not-for-profits, and supported 86,000 jobs. From that foundation, PrairiesCan will continue investing in the coming year. We will also grow as an advisor, convener and pathfinder working with Prairie businesses and communities.

Across the Prairies, small and medium-sized businesses are the lifeblood of communities and the backbone of the economy. The COVID-19 pandemic created uncertainty and anxiety for entrepreneurs and their employees. This was compounded by severe weather events that further disrupted supply chains and vital exports. Our government has been there for them. We will continue to be there throughout the coming year.

PrairiesCan will expand its on-the-ground footprint in the coming year, bringing expertise and service access to new locations in Alberta, Saskatchewan and Manitoba. They will assist businesses, communities, and tourist destinations, big and small across the Prairies. We must continue diversification in the expanding knowledge and technology fields, and position promising sectors such as precision healthcare, value-added agriculture, and clean technology to lead the new economy.

Our plan for growth includes everyone. Underrepresented groups that face additional barriers to business success will continue to find support and expertise from PrairiesCan.

In these pages, you will find more insight about the priorities of PrairiesCan, and our commitment to deliver on them in partnership with the people of the Prairies.



**The Honourable  
Daniel Vandal**  
Minister of Northern Affairs,  
Minister responsible for Prairies  
Economic Development  
Canada, and Minister  
responsible for the Canadian  
Northern Economic  
Development Agency



## From the President

This first departmental plan from Prairies Economic Development Canada lands in a time of significant change but exceptional opportunity for the Prairie economy.

The COVID-19 pandemic has exposed the fragility of global supply chains. It challenged how and where we work. It upended the labour market. New technologies continue to disrupt established industries, rewarding those who adapt. Severe weather events threaten export industries from farm field to family table – at home and abroad. Canada, like the rest of world, is pushing harder to a green energy future.

Westerners are facing these challenges with their characteristic resilience. We can do no less at Prairies Economic Development Canada. We plan to be more present and a better partner than ever before.

Laying out a fixed path toward the future is hard. The most reliable guidepost on a shifting path may be our fundamental principle of adding value in how we serve westerners. Adding value in the world has always been a core value for westerners.

PrairiesCan is building on the foundation that anchored Western Economic Diversification Canada in serving the evolving economic needs of Prairie residents for more than 30 years. To improve our service, PrairiesCan will increase our presence in the region with new service locations to provide supports to businesses and communities.

In a time of significant change, PrairiesCan is guided by an enduring truth: a strong Prairie region is critical for a strong nation and the post-pandemic economy. Our strategic plan for 2022-23 follows.



**Dylan Jones**  
Interim President, Prairies  
Economic Development Canada





## Plans at a glance

### New Department

After 34 years of helping the people and economy of western Canada, Western Economic Diversification Canada (WD) split into two separate [Regional Development Agencies \(RDA\)](#).<sup>ii</sup> On August 6, 2021, Prairies Economic Development Canada (PrairiesCan) and Pacific Economic Development Canada (PacifiCan) were officially created to better recognize the unique economic drivers of the Prairies and British Columbia and to create a more focused approach to each region. Because of these differences, both regions will now be served by its own regional development agency.

PrairiesCan will continue to build on the foundation and existing relationships created by WD and improve its work across Manitoba, Saskatchewan, and Alberta.

### New Offices, Coverage, and Services

Headquartered in Edmonton, PrairiesCan will expand its existing locations, coverage, and service in the Prairies. New locations will open in: Brandon and Thompson, Manitoba; Prince Albert and Regina, Saskatchewan; and Fort McMurray, Grande Prairie, and Lethbridge, Alberta. Existing locations will continue in Winnipeg, Saskatoon, Calgary (expanded), Edmonton, and Ottawa.

These new locations will allow PrairiesCan to assist more people where they live and work with local and regional knowledge. The department will help businesses, communities, and not-for-profit groups across the Prairies achieve job growth, diversification, competitive and innovative businesses, and thriving communities.

### How will Prairies Economic Development Canada help?

PrairiesCan will strengthen its support in the following areas:

- **Investor** - using repayable and non-repayable investments for businesses, communities, and organizations. Details of [PrairiesCan funding programs](#)<sup>iii</sup> can be found on the department website.
- **Advisor** - providing place-based advice and economic expertise to assist clients and partners, and to advocate for regional interests in national policy discussions.
- **Pathfinder** - helping businesses and communities navigate federal economic programs and services.
- **Convenor** - connecting key economic stakeholders, including governments, industry, post-secondary institutions, and underrepresented groups, with federal departments and other partners, to drive innovation and growth.

### Priorities for 2022-23

As mentioned above in the messages from the Minister and President, Canada and the Prairies have been hit hard by the COVID-19 pandemic. It is also still dealing with sharply fluctuating commodity prices, trade issues, severe weather, and labour market challenges. The Government of Canada and PrairiesCan will continue its work to build a resilient economy. The department will assist businesses, not-for-profit organizations, and communities by focusing on the following three priorities: 1) Recovery, 2) Growth and Transformation, and 3) Inclusivity.

- **Recovery** - Equipping communities, businesses, and organizations for a successful post-pandemic economic recovery. PrairiesCan, along with other RDAs, will support some of the hardest hit sectors by delivering programs such as the Jobs and Growth Fund, Tourism Relief Fund, Canada Community Revitalization Fund, and Aerospace Regional Recovery Initiative.
- **Growth and Transformation** - Fostering economic growth and prosperity for Prairie Canadians. Helping transform the economy by building new sources of value in emerging sectors such as clean technology, digital technology, value-added agriculture, and precision healthcare. PrairiesCan will assist by investing in projects and providing support to businesses and communities that are trying to grow and develop capacity in these sectors. This transformation also includes addressing structural economic issues such as reliance on commodities and lack of diversification that are holding back the region’s full participation in the economy of the future.
- **Inclusivity** - Promoting an inclusive economy and supporting the economic participation of groups facing barriers in the Prairie economy, such as Indigenous people, black Canadians, women, and youth.

### **News Releases, Success Stories, and Impact**

To read more about PrairiesCan work, click on these links below.

- [News Releases](#)<sup>iv</sup>
- [Success stories](#)<sup>v</sup>
- [Past Plans and Reports](#)<sup>vi</sup>

PrairiesCan is excited to start its first full year in 2022-23 by building on WD’s strong foundation, and by improving the way we do things in the future. We are proud to be able to assist the people of the Prairies to recover, grow, transform, and achieve long-term success.

For more information on Prairies Economic Development Canada’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

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

This section contains information on the department’s planned results and resources for its core responsibility. It also contains information on key risks related to achieving those results.

### Core Responsibility: Economic Development in the Prairies

#### Description

Prairies Economic Development Canada (PrairiesCan) promotes growth and diversification in the economy of the Prairies (Alberta, Saskatchewan and Manitoba) by:

- enhancing innovation;
- improving business competitiveness;
- promoting the adoption of clean technologies, and
- inclusive growth.

#### Planning highlights

The PrairiesCan mandate is to grow and diversify the Prairie economy and advance its interests in Ottawa. The department will achieve this mandate by working with clients and partners in our four roles as investor, advisor, pathfinder, and convenor.

The department’s clients are businesses, not-for-profit organizations, and communities such as, Indigenous groups, women-led businesses, academic institutions, municipalities, business accelerators, and incubators.

#### Expanding Presence of PrairiesCan

With the creation of Prairies Economic Development Canada (PrairiesCan) in August 2021, came the commitment to increase coverage, locations, and service across the three Prairie provinces of Manitoba, Saskatchewan, and Alberta. The department will soon have 12 locations where it once only had five. This increased presence and being closer to our clients and partners, will help PrairiesCan employees better serve more communities. They will use knowledge of the local and regional economy to advise clients and partners on programs, policy, advocacy, and coordination information, [publications](#)<sup>vii</sup>, and data.

#### PrairiesCan Programs

PrairiesCan invests in businesses, not-for-profit organizations, and communities through long-term core programs and time-limited programs.

- **Core Programs**

PrairiesCan’s core programs are:

- **Regional Economic Growth through Innovation;**
- **Economic Development Initiative;**
- **Community Economic Development and Diversification;** and the
- **Western Canada Business Service Network (WCBSN).**

The WCBSN helps entrepreneurs start or expand small businesses and supports community economic development. The Network focuses on rural areas and

underrepresented groups with lower economic participation rates. The [WCBSN<sup>viii</sup>](#) is a network of more than 100 points of service including:

- Community Futures organizations;
- Women’s Enterprise Initiative offices;
- Francophone Economic Development Organizations;
- Indigenous Business Development Services;
- Small Business Services; and,
- Entrepreneurs with Disabilities Program.

- **Time-Limited Programs**

PrairiesCan also delivers one-time or short-term programming to respond to urgent regional and community needs, including economic recovery from the COVID-19 pandemic. Some examples of PrairiesCan time-limited programs are:

- **Jobs and Growth Fund;**
- **Tourism Relief Fund;**
- **Major Festivals and Events Support Initiative;**
- **Aerospace Regional Recovery Initiative;** and the
- **Canada Community Revitalization Fund.**

More details of all [PrairiesCan programs<sup>ix</sup>](#) can be found on the department website.

### **Aerospace, Defence, and Marine Opportunities**

An example of PrairiesCan advocacy and coordination activities is our work to facilitate access to aerospace, defence, and marine opportunities. PrairiesCan supports organizations by connecting Prairie companies and research institutions to defence related business and investment opportunities through the Industrial and Technological Benefits (ITB) Policy. Read more about how the PrairiesCan team does its work on the [website<sup>x</sup>](#).

### **Gender-based Analysis Plus (GBA+)**

Prairies Economic Development Canada (PrairiesCan) and the Government of Canada are committed to the advancement of gender diversity and inclusion. One of PrairiesCan’s priorities is inclusivity and we will always consider GBA+ goals when looking at new and existing programs and services.

PrairiesCan specialists will integrate GBA+ into decision-making processes for policy, programs, services, and initiatives. The department develops all projects and services with consideration of the impacts on groups such as, women, youth, and Indigenous peoples.

For more information on the PrairiesCan GBA+ activities, please see our GBA+ supplementary information table on the website.

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

PrairiesCan supports Canada’s efforts to address the UN 2030 Agenda and the [UN Sustainable Development Goals<sup>xi</sup>](#) (SDGs). This includes investment in clean technology and clean resources projects, helping communities transition their economies away from coal-fired electricity generation, and adopting practices that promote sustainable development in the department’s internal operations. PrairiesCan’s inclusivity priority is fundamental in department policies and

programs that are committed to increasing the economic participation of underrepresented groups such as Indigenous people, women, and youth.

The department’s programs and services advance the following UN Sustainable Development Goals:

- SDG Goal 8 – promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (targets 8.2 and 8.3).
- SDG Goal 9 – build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (target 9.4).
- SDG Goal 12 – ensure sustainable consumption and production patterns (targets 12.2 and 12.7).

## Experimentation

PrairiesCan, like WD before it, is a creative place to work. PrairiesCan employees and leaders continually explore ways to improve internal processes and service to our clients. The COVID-19 pandemic has forced the department to be even more innovative in how we work as we continue to deliver high quality service and improve the economy of the Prairies.

PrairiesCan will continue to improve on many of its existing experiments such as:

- Remote-working model in response to the pandemic, and providing internal and external clients with digital access to services.
- Deepening research and data analytics to support evidence-based decision-making.
- Studies to gather and analyze long-term economic performance data for PrairiesCan assisted recipients.
- Global Entrepreneurship Monitor (GEM) studies across the Prairies to gain insight on the experience of women and youth entrepreneurs.

PrairiesCan will enable people of the Prairies to access local service more easily. We look forward to reporting back on our improved client service and performance results.

## Key risks

Difficult economic conditions caused by the COVID-19 pandemic, trade challenges, and low commodity prices, have made it difficult for communities and businesses to be successful. Prairie firms must adapt to compete in an economy shaped by increased online shopping, limited tourism, supply chain problems, and trade disruption.

PrairiesCan must be nimble and responsive to the needs of our clients. To help mitigate these risks, the department will focus on our three priorities to increase growth and diversification in the Prairies.

1. Recovery
2. Growth and Transformation
3. Inclusivity

Based on our priorities, PrairiesCan will take the following actions to help mitigate these risks:

- Explore new sources of value for businesses, communities, and organizations. This could include both direct funding and support to our stakeholders and clients in new value areas such as clean technology, e-commerce, and supply chain improvements.
- Invest in projects with businesses and organizations to improve critical supply chains for

goods and services.

- Support businesses that are majority-owned by underrepresented groups such as Indigenous people, women, and youth.
- Invest in and advocate for cleaner resource development and green growth.
- Support communities in economic transition to capitalize on opportunities and grow new and emerging sectors.
- Help small and medium-sized businesses to increase and diversify their exports.
- Use outreach, collaboration, and feedback to improve PrairiesCan program delivery and services.

### Long-term Approach for Results

PrairiesCan often takes a patient approach to economic development in the Prairies. Many investments are multi-year in duration and require several years to realize our ultimate long-term results and economic outcomes. Consequently, there is more information available about activities and outputs than concrete outcomes and economic impacts. For some of our indicators, analyzing historical data over a year-by-year basis may not be an accurate way to forecast or compare results. PrairiesCan’s independent studies, to understand the longer-term impacts of investments in both the for-profit and not-for-profit sectors, confirm that economic development, and particularly the realization of results, is a long-term game.

The department uses several sources of data to monitor progress against its performance indicators. Due to the frequency of some surveys and the availability of data, there may be a time lag of up to three years in results for some indicators.

### Planned results for Economic Development in the Prairies

The following table shows, for Economic Development in the Prairies, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Businesses are innovative and growing in the Prairies	Value of exports of goods from the Prairies (\$)	\$197.8B	March 31, 2023	\$207.8B	\$209.5B	\$179.7B
	Revenue growth rate of firms supported by PrairiesCan programs	9.0%	March 31, 2023	12.3%	6.4%	20.3%
	Value of exports of clean technologies from the Prairies (\$)	\$2.0B	March 31, 2023	Not available <sup>1</sup>	\$3.5B	\$3.5B

	Number of high-growth firms in the Prairies	2,310	March 31, 2023	3,680	3,440	3,780
Communities are economically diversified in the Prairies	Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in the Prairies <sup>2</sup>	Women: 12.9% Indigenous: 2.9% Youth: 17.4% Visible minorities: 10.3% Persons with disabilities: 0.3%	March 31, 2023	Women: 15.1% Indigenous: 2.2% Youth: 15.7% Visible minorities: 15.1% Persons with disabilities: 0.4%	Women: 15.1% Indigenous: 2.2% Youth: 15.7% Visible minorities: 15.1% Persons with disabilities: 0.4%	Women: 15.1% Indigenous: 2.2% Youth: 15.7% Visible minorities: 15.1% Persons with disabilities: 0.4%
	Amount leveraged per dollar by PrairiesCan in community projects	1.1	March 31, 2023	1.1	1.1	1.08
Businesses invest in the development and commercialization of innovative technologies in the Prairies	Value of business expenditures in research and development by firms receiving PrairiesCan program funding (\$)	\$56.8M	March 31, 2023	\$21.3M	\$15.8M	\$50.5M
	Percentage of professional jobs (including science and technology) in the Prairies	33.6%	March 31, 2023	32.8%	35.1%	35.0%
	Percentage of companies engaged in collaborations with higher education institutions in the Prairies	8.8%	March 31, 2023	8.8%	8.8%	10.2%

<sup>1</sup> Actual results data were not available for this year.

<sup>2</sup> Actual results are based on the latest available data from 2017 Statistics Canada survey on financing and growth of SMEs. The latest survey was conducted from April to August 2021. Results are expected in June of 2022.

The financial, human resources and performance information for the Prairies Economic Development Canada's program inventory is available on [GC InfoBase](#).<sup>xii</sup>

### Planned budgetary spending for Economic Development in the Prairies

The following table shows, for Economic Development in the Prairies, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
408,443,940	408,443,940	224,171,136	166,730,953

Financial, human resources and performance information for Prairies Economic Development Canada’s program inventory is available on [GC InfoBase](#).<sup>xiii</sup>

### Planned human resources for Economic Development in the Prairies

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
259	232	222

Financial, human resources and performance information for Prairies Economic Development Canada’s program inventory is available on [GC InfoBase](#).<sup>xiv</sup>



## Internal services: planned results

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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

### Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
15,024,743	15,024,743	13,410,507	12,769,131

### Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
115	103	98



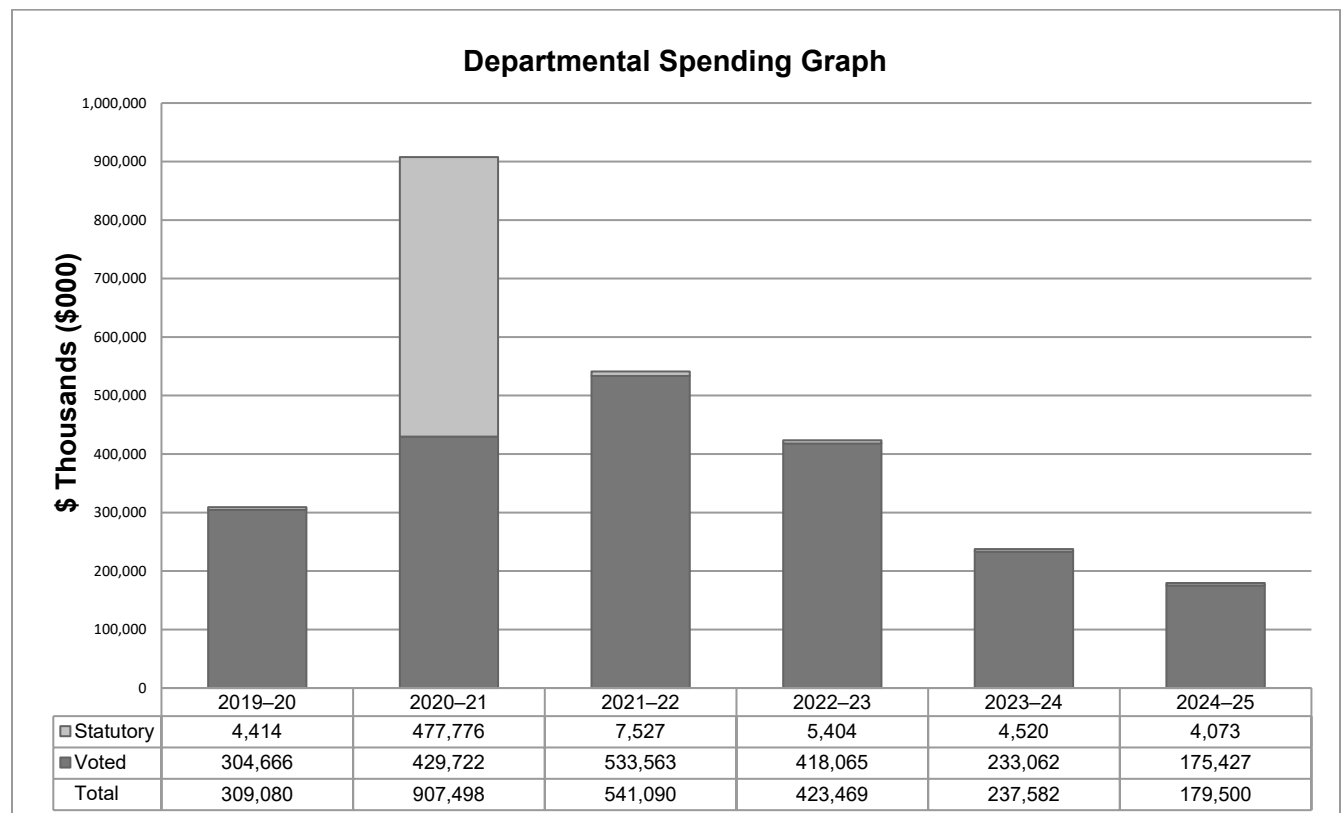
## Planned spending and human resources

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 2022–23 with actual spending for the current year and the previous year.

### Planned spending

#### Departmental spending 2019–20 to 2024–25

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



The overall decrease in statutory spending from 2020-21 to 2021-22 relates to the conclusion of the Regional Relief and Recovery Fund as part of the Government of Canada's COVID 19-Economic Response Plan. The overall decrease in voted spending in year 2022-23 relates to the completion of the Regional Relief and Recovery Program and the sunset of previous program initiatives such as the Regional Economic Growth Initiative Top Up announced in Budget 2018 and Budget 2019.

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

The following table shows information on spending for Prairies Economic Development Canada's core responsibility and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Economic development in the Prairies	295,440,866	892,802,350	523,079,463	408,443,940	408,443,940	224,171,136	166,730,953
Internal services	13,639,563	14,695,596	18,010,407	15,024,743	15,024,743	13,410,507	12,769,131
<b>Total</b>	<b>309,080,429</b>	<b>907,497,946</b>	<b>541,089,870</b>	<b>423,468,683</b>	<b>423,468,683</b>	<b>237,581,643</b>	<b>179,500,084</b>

PrairiesCan planned spending in 2022-23 is \$423.5 million, compared to the 2021-22 forecast spending of \$541.1 million. This represents a net decrease in spending of (\$117.6 million), which includes a net decrease in contributions and other transfer payments of (\$108.5) million and a decrease in operating costs of (\$9.1) million. Factors contributing to the net decrease in spending in 2022-23 include:

- an increase of \$37.3 million in funding for the Tourism Relief Fund announced in Budget 2021;
- an increase of \$35.0 million in funding for the Jobs and Growth Fund announced in Budget 2021;
- an increase of \$33.6 million in funding for the Canada Revitalization Fund announced in Budget 2021;
- an increase of \$11.7 million in funding for the Aerospace Regional Recovery Initiative announced in Budget 2021;
- an increase of \$4.1 million in funding for the Canada Coal Transition Initiative announced in Budget 2018;
- an increase of \$1.6 million in funding for the Tourism Relief Fund - Grand Festivals announced in Budget 2021;
- an increase of \$1.3 million in funding to support the Quantum Strategy announced in Budget 2021;
- an increase of \$0.4 million in funding for the Black Entrepreneurship Fund;
- a decrease of \$154.5 million in funding for the completion of the Regional Relief and Recovery Fund;
- a decrease of \$32.4 million in funding for the completion of the Investing in a Diverse and Growing Western Economy announced in Budget 2019;
- a decrease of \$23.5 million in funding for the completion of the Air Sector Economic Recovery Strategy;
- a net decrease of \$13.6 million in funding as part of the transfers to PacifiCan;

- a decrease of \$7.1 million related to the timing difference for reinvestment of receipts from repayable contributions;
- a decrease of \$5.0 million in funding for the completion of the Western Diversification Program Top Up announced in Budget 2017;
- a decrease of \$2.1 million in funding for the operating budget carry forward;
- a decrease of \$1.5 million in funding for the completion of the International Policy Program;
- a net decrease of \$1.2 million for Collective Bargaining Settlements, Employees Benefit Plan and other minor adjustments;
- a decrease of \$1.0 million in funding for the Vaccine and Infectious Disease Organization announced in Budget 2021; and
- a net decrease of \$0.7 million in funding for transfers and other minor adjustments.

## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for Prairies Economic Development Canada’s core responsibility and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Economic development in the Prairies	237	284	259	259	232	222
Internal services	97	102	115	115	103	98
<b>Total</b>	<b>334</b>	<b>386</b>	<b>374</b>	<b>374</b>	<b>335</b>	<b>320</b>

The overall decrease in FTEs from 2020–21 to 2022–23 mostly relates to the conclusion of the Regional Relief and Recovery Fund as part of the Government of Canada’s COVID-19 Economic Response Plan. The base human resource levels continue to be stable. Fluctuations that occur at the program level reflect resource realignment in support of priorities and projects. The department will continue to achieve its results by allocating its human resources to best support its programs.

## Estimates by vote

Information on Prairies Economic Development Canada’s organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>xv</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Prairies Economic Development Canada’s operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on Prairies Economic Development Canada’s [website](#).<sup>xvi</sup>

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	424,410,184	394,008,760	(30,401,424)
Total revenues	428	314	(114)
Net cost of operations before government funding and transfers	424,409,756	394,008,446	(30,401,310)

PrairiesCan’s total expenses are expected to be \$394.0 million in 2022–23, compared to \$424.4 million in 2021–22. There is an overall net decrease of \$30.4 million primarily based on the following factors:

- completion of the Regional Relief and Recovery Fund program;
- completion of the Investing in a Diverse and Growing Western Economy (Budget 2019) and;
- new initiatives announced in Budget 2021, including the Tourism Relief Fund, Jobs and Growth Fund, the Canadian Revitalization Fund and the Aerospace Regional Recovery Initiative.

## Corporate information

### Organizational profile

**Appropriate minister:** The Honourable Daniel Vandal, P.C., M.P.

**Institutional head:** Dylan Jones

**Ministerial portfolio:** Prairies Economic Development Canada

**Enabling instrument(s):** *Western Economic Diversification Act*,<sup>xvii</sup> R.S.C. 1985, c.11,  
(4<sup>th</sup> Supplement)

**Year of incorporation / commencement:** 2021

#### Other:

Headquarters – Edmonton, Alberta

Offices – Edmonton, Calgary, Fort McMurray, Grande Prairie, and Lethbridge, Alberta  
Saskatoon, Prince Albert, and Regina, Saskatchewan  
Winnipeg, Brandon, and Thompson, Manitoba  
Ottawa, Ontario

### Raison d’être, mandate and role: who we are and what we do

Information on Prairies Economic Development Canada’s raison d’être, mandate and role is available on the PrairiesCan [website](#).<sup>xviii</sup>

Information on Prairies Economic Development Canada’s mandate letter commitments is available in the [Minister’s mandate letter](#).<sup>xix</sup>

### Operating context

Information on the operating context is available on Prairies Economic Development Canada’s [website](#).<sup>xx</sup>

## Reporting framework

Prairies Economic Development Canada’s approved departmental results framework and program inventory for 2022–23 are as follows.

<b>Departmental Results Framework</b>	<b>Core Responsibility: Economic development in the Prairies</b>		<b>Internal Services</b>
	<b>Departmental result: Businesses are innovative and growing in the Prairies</b>	Indicator: Value of exports of goods from the Prairies (\$)	
	<b>Businesses are innovative and growing in the Prairies</b>	Indicator: Number of high-growth firms in the Prairies	
		Indicator: Value of exports of clean technologies from the Prairies (\$)	
		Indicator: Revenue growth rate of firms supported by PrairiesCan programs	
	<b>Departmental result: Communities are economically diversified in the Prairies</b>	Indicator: Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in the Prairies	
	<b>Communities are economically diversified in the Prairies</b>	Indicator: Amount leveraged per dollar by PrairiesCan in community projects	
	<b>Departmental result: Businesses invest in the development and commercialization of innovative technologies in the Prairies</b>	Indicator: Value of business expenditures in research and development by firm receiving PrairiesCan program funding (\$)	
	<b>Businesses invest in the development and commercialization of innovative technologies in the Prairies</b>	Indicator: Percentage of professional jobs (including science and technology) in the Prairies	
Indicator: Percentage of companies engaged in collaborations with higher education institutions in the Prairies			
<b>Program Inventory</b>	<b>Program: Innovation</b>		
	<b>Program: Business Growth</b>		
	<b>Program: Business Services</b>		
	<b>Program: Community Initiatives</b>		



## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Prairies Economic Development Canada's [program inventory](#)<sup>xxi</sup> is available on [GC InfoBase](#).<sup>xxii</sup>

## Supplementary information tables

The following [supplementary information tables](#)<sup>xxiii</sup> are available on Prairies Economic Development Canada's website:

- ▶ Departmental Sustainable Development Strategy and Report
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Up-front multi-year funding

## Federal tax expenditures

Prairies Economic Development Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. 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>xxiv</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 plus.

## Organizational contact information

### Mailing address

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## Appendix: definitions

### **appropriation (crédit)**

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

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

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

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

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

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

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

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

A change that a 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)**

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])**

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022-23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**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.

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

**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

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- i. Prairies Economic Development Canada website, <https://www.prairiescan.gc.ca>
- ii. Regional Development Agencies website, [https://www.ic.gc.ca/eic/site/icgc.nsf/eng/h\\_07662.html](https://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_07662.html)
- iii. Prairies Economic Development Canada Programs, <https://www.canada.ca/en/prairies-economic-development/services/funding.html>
- iv. News Releases, [https://www.canada.ca/en/news/advanced-news-search/news-results.html?\\_=1628796146864&dprmtnt=prairieseconomicdevelopment&start=&end=](https://www.canada.ca/en/news/advanced-news-search/news-results.html?_=1628796146864&dprmtnt=prairieseconomicdevelopment&start=&end=)
- v. Success stories and how WD helped, <https://www.wd-deo.gc.ca/eng/19843.asp>
- vi. Past Plans and Reports, <https://www.wd-deo.gc.ca/eng/59.asp>
- vii. Policy and economic development publications from PrairiesCan, <https://www.canada.ca/en/prairies-economic-development/programs/policy-economic-development-publications.html>
- viii. Western Canada Business Service Network (WCBSN), <https://www.wd-deo.gc.ca/eng/19541.asp>
- ix. Prairies Economic Development Canada Programs, <https://www.canada.ca/en/prairies-economic-development/services/funding.html>
- x. Defence procurement opportunities through PrairiesCan, <https://www.canada.ca/en/prairies-economic-development/services/support/industrial-technological-benefits/possibilities.html>
- xi. UN 2030 Sustainable Development Goals, <https://sdgs.un.org/goals>
- xii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xvi. PrairiesCan Departmental Plans and Reports, <https://www.canada.ca/en/prairies-economic-development/corporate/transparency/departmental-plans.html>
- xvii. Western Economic Diversification Act, <https://laws-lois.justice.gc.ca/eng/acts/W-6.8/>
- xviii. PrairiesCan Raison d’être, Mandate and Role, <https://www.canada.ca/en/prairies-economic-development/corporate/transparency/departmental-plans/dp-2022-2023/raison-mandate-role.html>
- xix. Minister’s Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-northern-affairs-minister-responsible-prairies-economic>
- xx. PrairiesCan Operating Context, <https://www.canada.ca/en/prairies-economic-development/corporate/transparency/departmental-plans/dp-2022-2023/operating-context.html>
- xxi. PrairiesCan Program Inventory, <https://www.canada.ca/en/prairies-economic-development/corporate/transparency/departmental-plans/dp-2022-2023/supporting-information.html>
- xxii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii. PrairiesCan Supplementary Information Tables, <https://www.canada.ca/en/prairies-economic-development/corporate/transparency/departmental-plans/dp-2022-2023/supplementary-tables.html>
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- xxv. Prairies Economic Development Canada Website, <https://www.prairiescan.gc.ca>