

Western Economic Diversification Canada

2020–21

Departmental Plan

The Honourable Mélanie Joly, P.C., M.P.
Minister of Economic Development and Official
Languages

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From the Minister

I am pleased to present Western Economic Diversification Canada’s Departmental Plan for the 2020-21 fiscal year.

As the Minister of Economic Development and Official Languages, and Minister responsible for Western Economic Diversification Canada (WD), I will be a strong advocate for the West. That means advancing the priorities and partnerships that flow from *Grow West: The Western Canada Growth Strategy*. Grow West is founded on ideas presented to WD from western Canadian stakeholders, and I am committed to work alongside them to spur diversification, innovation, and economic growth in cities, towns, and rural communities across the West.

My objective is to make a positive difference in the lives of western Canadian families. That means unleashing the untapped potential of underrepresented groups where all westerners can work together with government and industry, with small and medium-sized businesses, and with exporters, to increase the number of high-quality jobs in the West.

Diversification will make the West’s economy nimble and resilient. There is a future for westerners in traditional sectors like agriculture, potash, and oil and gas, and in the new economy of precision healthcare and clean technologies, amongst others. I am also committed to the sustainable development of western natural resources – working with industries in the West that are making advances in increasing production while cutting pollution. Western producers in primary sectors are already making production cleaner. They are, and continue to be, part of Canada’s net-zero emissions future.

There is much work ahead of us but also great opportunity. I invite you to read this Plan for details on Western Economic Diversification Canada’s priorities and our commitment to deliver on them as we work to meet the needs of western Canadians.



Mélanie Joly
Minister of Economic Development and Official Languages, and
Minister responsible for Western Economic Diversification Canada

From the Deputy Minister

Western Canada plays a major role in the success of Canada’s economy. The heart of Western Economic Diversification Canada’s mandate is improving the economic future for western Canadian families.

WD is western Canadian. The department partners with westerners to develop the western Canadian economy and advance their economic interests in Ottawa. For more than 30 years, the department has served western Canada through an on-the-ground presence, supporting westerners as an investor, delivery agent, advisor, and convenor to help spur diversification and growth.

WD has been listening. We recently engaged with communities across the West about their ideas for the region over the next ten years. We heard their vision:

- Prosperous, sustainable businesses and jobs people can rely on.
- Successful industries that produce less carbon.
- Connected communities in both urban and rural areas.
- An expanded knowledge-based economy.
- Full economic participation of all westerners, including Indigenous Peoples, women, and youth.

This feedback is the foundation for *Grow West: The Western Canada Growth Strategy*. Grow West is a call to action for government and partners to think boldly and work together to meet the West’s challenges and opportunities. Together, we will unlock the potential of all western Canadians and help build the future of western Canada.



Dylan Jones,
Deputy Minister,
Western Economic Diversification Canada

Plans at a glance

Since 1987, Western Economic Diversification Canada (WD) has helped develop the western Canadian economy and advance western interests in Ottawa. WD’s mission to spur diversification, innovation, and economic growth in communities across the West continues to add value. WD’s physical presence in the West and personal connections with westerners has provided insight into the assets, opportunities, and challenges of local economies – and a sound understanding of what western businesses need to diversify and grow. WD is uniquely situated to see the big picture in western Canada and work with partners of all kinds to advance western Canadian interests and bring that voice to Ottawa.

WD has two priorities for 2020-21:

- 1) **Cluster growth** - Clusters are networks of regional partners (businesses, entrepreneurs, researchers, and others) that work together to tackle common economic goals, such as developing innovative technologies and processes, expanding productive capacity, and competing in export markets. Working in clusters encourages knowledge sharing and collaboration, which helps businesses grow faster and helps diversify local economies. The cluster approach is key for emerging industries to grow and succeed, and also helps traditional sectors adapt to changing economic conditions.
- 2) **Inclusiveness** - Indigenous Peoples, women, and youth have lower rates of employment and business ownership than other Canadians. Increased economic participation would improve the standard of living of these groups and, by realizing this significant untapped potential, all Canadians benefit.

WD will fulfill its mandate, and advance these priorities, in five ways:

- **Innovation Ecosystems**
WD facilitates economic innovation by convening high-potential cluster partners and providing financial support to help advance key initiatives within innovation ecosystems.
- **Business Growth**
WD helps western Canadian entrepreneurs grow their businesses, enhance their productivity, and successfully compete in global markets through funding, advice, research, and collaboration activities.
- **Community Economic Development**
WD helps western communities by delivering economic development programming, assisting communities recover from economic downturns and natural disasters, and supporting entrepreneurs by funding business development services and resources.
- **Inclusive Participation**
WD provides services and financial support to businesses and not-for-profit organizations for projects that aim to increase the economic participation of underrepresented groups (Indigenous Peoples, women, and youth) in the West.
- **Grow West: Western Canada Growth Strategy**
This strategy is a call-to-action for diverse partners to work together to develop “made-in-the-West” initiatives to grow and strengthen the western Canadian economy.

For more information on the Western Economic Diversification Canada’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

Economic development in western Canada

Description

Western Economic Diversification Canada (WD) promotes growth and diversification in the western Canadian economy by enhancing innovation, improving business competitiveness, promoting the adoption of clean technologies and inclusive growth.

Planning highlights

The department works towards achieving its core responsibility and priorities by providing strategic support in the following five areas.

Innovation Ecosystems

WD will support the development of high-potential clusters in the West by identifying and convening key partners, helping identify opportunities and challenges, and providing financial support. WD will fund organizations such as not-for-profit organizations, business accelerators and incubators, industry associations, and post-secondary institutions.

The department will work closely with partners on the specific and unique challenges that clusters face, such as attracting talent and investment, overcoming regulatory hurdles, and increasing exports. WD will focus its resources on high-potential clusters in sectors such as clean technology, clean resources, life sciences, value-added agriculture, advanced manufacturing, and digital technology.

Business Growth

WD will focus on funding projects with businesses seeking to commercialize innovative technologies, enhance productivity, scale-up production, and expand into new markets. These investments will fuel economic growth through innovation and create high quality jobs for Canadians. Funding for businesses will focus primarily on the six sectors mentioned above in Innovation Ecosystems.

WD will also continue to:

- help western companies identify funding and programs with other federal departments;
- meet with local stakeholders and conduct economic research to inform how we advocate for western interests in national policy and program decision-making; and,
- connect western companies and research institutions to defence and security opportunities through the federal Industrial and Technological Benefits (ITB) policy.

Community Economic Development

WD helps westerners take advantage of economic opportunities by delivering regionally-tailored community economic development programs on behalf of the Government of Canada, such as the Canadian Experiences Fund (CEF). WD's 70 CEF projects are expected to attract over 400,000 tourists, create over 700 jobs, and support revenue growth of over \$16 million for western firms. The department assists communities recover from economic downturns or natural disasters by delivering initiatives such as the Canada Coal Transition Initiative. WD also

supports western entrepreneurs by providing funding to the Western Canada Business Service Network (WCBSN), a network of more than 100 points of service including:

- Community Futures (CF) organizations;
- Women’s Enterprise Initiative (WEI) offices;
- Francophone Economic Development Organizations (FEDOs);
- Indigenous Business Development Services (IBDS);
- Canada Business Network (CBN); and,
- Entrepreneurs with Disabilities Program (EDP).

The WCBSN provides business information and assistance, planning and implementation of community economic growth initiatives and loans to small and medium-sized enterprises.

Inclusive Participation

WD will pursue opportunities to increase the economic participation of underrepresented groups. This will include providing financial support to not-for-profit organizations that help members of underrepresented groups start and succeed in their own businesses. This support is provided through initiatives such as the Western Canada Business Service Network, which provides specialized business services for women, youth and Indigenous entrepreneurs. WD also supports underrepresented groups by funding initiatives that contribute to the economic growth and diversification of communities across western Canada. Moreover, WD ensures that all its policies and programs are informed by consideration of how they can be used to advance inclusive participation.

Grow West: The Western Canada Growth Strategy

Based on close engagement with western Canadians, WD developed and launched Grow West in June 2019. Grow West is based on four inter-related pillars:

- 1) **Diversification** - Building a broader western economy by:
 - supporting the shift toward more value-added production of food, energy, and materials;
 - assisting emerging sectors, such as digital and clean technology; and,
 - helping resource sectors (energy, mining, forestry, farming) continue to innovate and leverage new technologies.

The diversification pillar will increase job creation in western communities and create more investment flowing into the West.

- 2) **Trade** - Helping westerners seize global opportunities by funding and advocating to improve export access and grow local, regional, and global markets. Firms will look beyond the United States and take full advantage of Canada’s world-class set of trade agreements.
- 3) **Skills** - Developing talent for the new economy by helping westerners strengthen their education and work skills to keep pace with change, connect academic skills with practical experience, and improve career prospects.
- 4) **Communities** - Building community resilience and liveability, and enhancing digital access in communities, so they stay connected to the broader economy and can adapt and thrive.

Nine federal departments are partners in Grow West and also lead or co-lead pillars. WD will coordinate the overall strategy and co-lead the diversification pillar by convening federal leads, engaging potential partners, collaborating on new actions, and measuring progress.

WD and the federal departments leading pillars will work closely with partners such as industry, provincial and municipal representatives, Indigenous organizations, academia, and western thought leaders. With these partners, WD will seek to tailor existing federal programs and services, influence the direction of initiatives currently under development, and co-create new solutions to best meet the needs of western Canadians.

Success stories – WD in Action

To achieve the mandate and priorities of the department, WD plays four roles: investor, advisor, convenor, and delivery agent. Below is one WD project example that illustrates each of these four roles.

<u>Investor</u>	<u>Advisor</u>
<p>Calgary-based Attabotics is the world’s first 3D robotics supply chain system for modern commerce. They created a new warehousing system that is more efficient, agile and simple through the use of its robotics technology and patented software. The Attabotics system operates in a footprint that is only 12% to 15% of the size of a traditional warehouse system. The system uses one-quarter the staff, costs 50% less than traditional systems, and can save companies 75% of their warehousing and fulfillment costs.</p> <p>As a start-up, Attabotics received \$1.3 million in funding under WD’s Western Innovation Initiative (WINN) to set up a manufacturing facility and fire-test the warehousing system. This investment created 117 jobs, 94 of which were for highly qualified personnel, and tens of millions in new sales.</p> <p>By 2019, Attabotics had seen interest in its solution from a variety of industry verticals, from sporting goods and apparel, to groceries, medical supplies, and more, with luxury retailer Nordstrom announcing its partnership with the company. Under the Business Scale-up and Productivity program, the company was able to access more WD funding, which will triple that capacity. WD funding programs were critical in helping Attabotics scale-up and expand, showing how the department is helping high-growth companies to scale-up and achieve success.</p> <p>To date, the company has raised significant investor capital, recently completing a \$25M Series C raise in the summer of 2019, and has grown to over 230 staff.</p>	<p>A Prairie Water Summit was held in Regina in June 2019, bringing together more than 130 participants from provincial governments, Indigenous partners, industry, academia, and others, to identify issues and priorities related to water infrastructure, irrigation development, and a Land and Water Management Strategy in the prairies. This two-day Summit included break-out sessions on the second day to help capture the expertise of the participants, and to highlight the opportunities and challenges of irrigation expansion in Saskatchewan.</p> <p>The Prairie Water Summit helped to kick-start WD’s partnerships with a diverse set of organizations. These partnerships are leading to new studies on irrigation expansion in Saskatchewan, a broader look at hydrology and regional water management challenges and opportunities across the prairies, and a study of financing options for water infrastructure projects. Further, the Prairie Water Summit and subsequent work by WD led to increased engagement and information sharing with the Province of Saskatchewan in pursuit of irrigation expansion and increased value-added agricultural production. Enhancing our federal/provincial collaboration, the recently announced Saskatchewan Growth Plan has outlined targets to increase value-added agriculture revenue to \$10 billion by 2030, and expanding irrigation in the Province by 85,000 acres by 2030, representing a 20% growth in irrigable acres.</p>

<u>Convenor</u>	<u>Delivery Agent</u>
<p>Since 2017, WD has facilitated the Arctic Gateway Group Limited Partnership (AGG), representing an unprecedented partnership between First Nations and northern communities with Canadian private sector leadership. WD's investment of \$127 million under the Western Diversification Program ensures the continued operation of the Hudson Bay Rail Line, Hudson Bay Port and Churchill Marine Tank Farm.</p> <p>Over 41 communities in Manitoba and the Kivalliq region in Nunavut have stake in the Arctic Gateway Group. This project has created 166 jobs, with Indigenous peoples representing 75% of new hires. The group has actively engaged with 24 Indigenous groups through community presentations and Town Hall Meetings in Churchill, and sponsored 24 Indigenous youth from partnering communities to participate in the Outland Youth Experience Program, a six-week summer employment program. It is anticipated that this will continue in the out-years as AGG focusses on local, Indigenous training and hiring.</p>	<p>The British Columbia Indigenous Clean Energy Initiative (BCICEI) provides support and capacity-building funds to Indigenous communities working on the development of clean energy projects. BCICEI was initially a partnership between New Relationship Trust and WD in 2016 and the project was renewed in 2019 for three years with \$4.5 million from WD and \$5.0 million from the Province of BC. To date, BCICEI has invested over \$6 million in 43 projects led by 38 Indigenous communities.</p> <p>One such community is the T̓silhqot'in National Government, which used funding to develop a solar farm from an abandoned sawmill site. The T̓silhqot'in Nation leveraged locally sourced materials when possible. They also trained and hired 20 workers from the six T̓silhqot'in communities. The Cariboo Chilcotin Aboriginal Training Employment Centre supported the training. This is the first solar farm that is wholly owned, built and operated by a First Nation in BC and will deliver clean, renewable energy and ongoing revenue to its Nation through its 25-year purchase agreement with BC Hydro.</p>

Risk

The current global economic environment may hinder the ability of WD, western communities, and partners to achieve economic success. Faced with trade issues, lack of diversification, and rapidly arising technological advancements, western Canada must adapt to keep pace with today's competitive global markets.

To mitigate this risk, the department must also adapt and be nimble in its work. WD will:

- Provide solutions to western problems and issues with initiatives such as *Grow West: The Western Canada Growth Strategy* to build long-term economic growth. This strategy, and work arising from it, will assist westerners to engage and leverage other departments' programs and services in areas such as tourism and infrastructure. It is also a great opportunity for WD to collaborate and receive more input from citizens in these very difficult times for western Canada. WD will look at Grow West feedback to develop new initiatives and services to help clients.
- Help partners, clients, and communities in need by applying new and innovative program and service delivery tools that are responsive to their needs.
- Gather new intelligence and conduct analytical research to better forecast demand for western Canadian products, and inform the assessment of project proposals.

Gender-based Analysis Plus

WD and the Government of Canada works to advance gender diversity and inclusion. WD's priorities and plans will advance this initiative by supporting economic development that will engage broad participation of western Canada's diverse population in both rural and urban areas.

The department has a gender-based analysis plus (GBA+) Champion, GBA+ committee, GBA+ responsibility centre, and GBA+ subject matter focal points, who keep up-to-date on GBA+ developments. WD has internal guidance laying out how GBA+ is integrated and considered in decision-making for all initiatives.

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

WD will support Canada's efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs). The department's programs and services contribute towards:

- SDG Goal 8 – promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- SDG Goal 9 – build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

A Culture of Innovation and Experimentation at WD

Innovation and experimentation helps WD explore new ways to address challenges in meeting our mandate objectives and improve internal business processes.

Innovation within WD includes:

- Engaging employees at all levels to embrace problem-solving in their work areas and by using LEAN thinking to improve processes and increase efficiency.
- Creating collaborative relationships with other federal departments and organizations to examine best practices that can improve WD.
- Continuing to update and improve grants and contributions program delivery.
- Building capacity and partnerships for research and data analytics to support evidence-based decision-making.
- Continuing an Employee Innovation Fund to develop innovative ideas and processes to improve how the department serves Canadians. Ideas supported through the fund will:
 - streamline application processes to be more accessible, efficient and inclusive;
 - facilitate better client service;
 - introduce innovative ways to promote WD's services; and,
 - improve the sharing of WD's results to Canadians.

Planned results for economic development in western Canada

Departmental result	Departmental result indicator	Target	Date to achieve target	2016-17 actual result	2017-18 actual result	2018-19 actual result
Businesses are innovative and growing in western Canada	Value of exports of goods from western Canada (\$)	\$214.0B	March 31, 2021	\$152.9B	\$181.8B	\$207.7B
	Revenue growth rate of firms supported by WD programs	10%	March 31, 2021	9.6%	4.1%	12.3%
	Value of exports of clean technologies from western Canada (\$)	TBD ¹	March 31, 2021	Not available ²	Not available ²	Not available ²
	Number of high-growth firms in western Canada	3,550	March 31, 2021	Not available ²	3,680	3,440
Communities are economically diversified in western Canada	Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in western Canada	Women owned = 15.8% Indigenous owned = 2.3% Visible minorities owned = 16.1% Youth owned = 16.6% Persons with disabilities = 0.3%	March 31, 2021	Women owned =14.3% Indigenous owned =1.4% Visible minorities owned =10.6% Youth owned =16.8% Persons with disabilities =NA ²	Women owned =15.1% Indigenous owned =2.2% Visible minorities owned =15.1% Youth owned =15.7% Persons with disabilities =0.3%	Women owned =15.1% Indigenous owned =2.2% Visible minorities owned =15.1% Youth owned =15.7% Persons with disabilities =0.3%
	Amount leveraged per dollar by WD in community projects	1.0	March 31, 2021	1.2	1.3	1.1

Businesses invest in the development and commercialization of innovative technologies in western Canada	Value of business expenditures in research and development by firms receiving WD program funding (\$)	\$35.7M	March 31, 2021	Not available ²	Not available ²	\$21.3M
	Percentage of professional jobs (including science and technology) in western Canada	33.5%	March 31, 2021	31.6%	32.1%	32.4%
	Percentage of companies engaged in collaborations with higher education institutions in western Canada	9%	March 31, 2021	Not available ²	Not available ²	8.8%

¹ To be determined (TBD). Target was not set because actual baseline data was not available.

² Actual results data were not available for this year.

Financial, human resources and performance information for the Western Economic Diversification Canada's program inventory is available in the [GC InfoBase](#).¹

Planned budgetary financial resources for economic development in western Canada

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
261,980,294	261,980,294	248,664,429	175,708,333

Financial, human resources and performance information for the Western Economic Diversification Canada's program inventory is available in the [GC InfoBase](#).ⁱⁱ

Planned human resources for economic development in western Canada

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
232	232	205

Financial, human resources and performance information for the Western Economic Diversification Canada's program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

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 refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

Planning highlights

WD works to continually improve internal processes and services. In 2020-21, the department will:

- Use results from the Public Service Employee Survey (PSES) to improve our workplace and employee well-being. In the [2018 Public Service Employee Survey^{iv}](#), WD had exceptionally good results. These were repeated in the 2019 Survey.
- Engage employees to improve problem-solving and use LEAN thinking to optimize processes and value for clients and employees.
- Use technology such as video conferencing, web-based tools, wireless connectivity, and height adjustable work surfaces to improve well-being and efficiency in our work.
- Provide in-house compensation services to WD staff and transferred employees so they are paid accurately and on time.
- Continue the improvement of grants and contributions delivery, client service, business processes and program innovation.
- Develop high quality planning, reporting, financial, and digital communications products for Canadians, Parliamentarians, and for internal use.
- Enhance the department's communications capacity to deliver creative, cost-effective products and services such as internal news, electronic publications, translation, revision, and ministerial support.

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
12,805,099	12,805,099	12,462,714	11,552,890

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
95	95	95

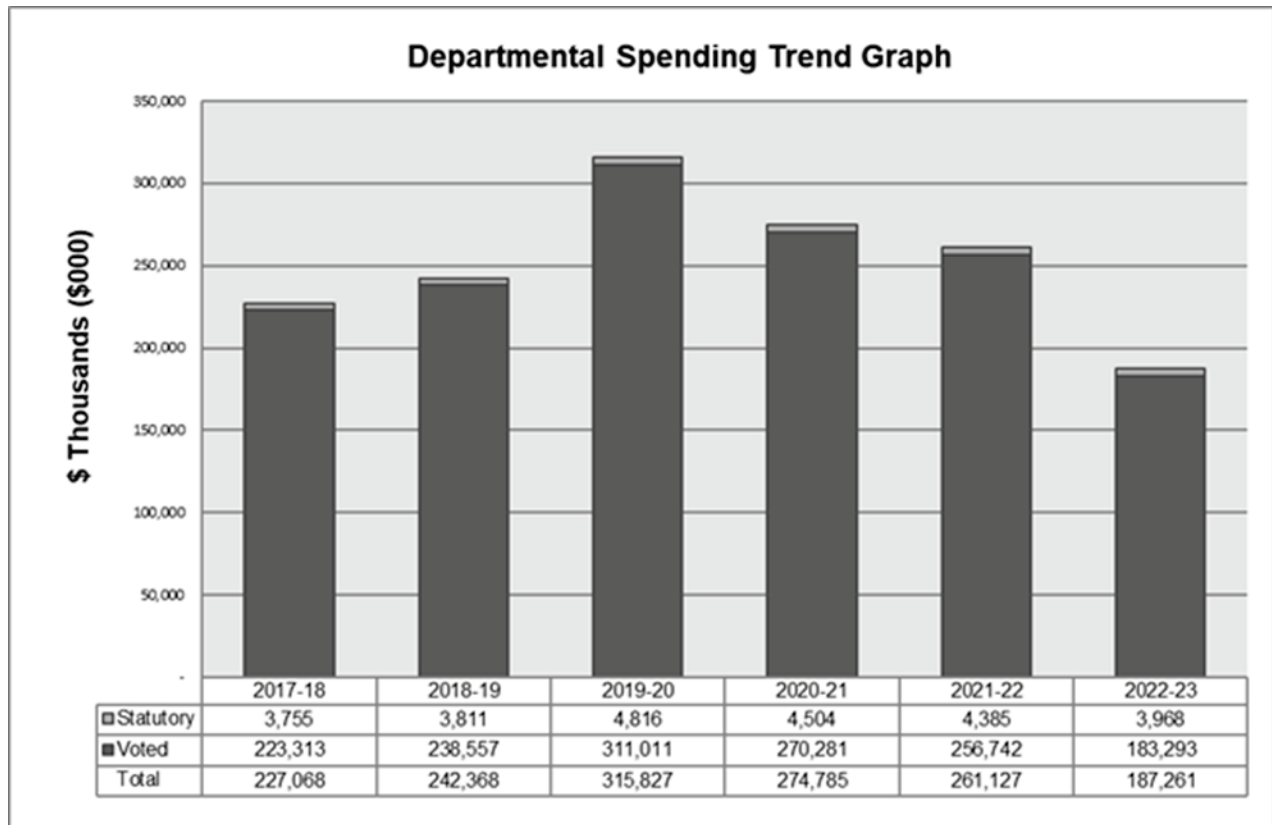
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive 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.



The overall increase in voted spending in years 2019-20 to 2021-22 relates to Budget 2019 support for LNG Canada Development Inc. Haisla Bridge project and Regional Economic Growth through Innovation initiative. The decrease in spending in 2020-21 and 2021-22 compared to 2019-20, relates to the completion of the project to restore rail service to Churchill, Manitoba and support for small and medium-sized enterprise users of steel and aluminum.

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

The following table shows actual, forecast and planned spending for each of Western Economic Diversification Canada'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 Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Economic development in western Canada	213,955,950	228,742,960	302,234,643	261,980,294	261,980,294	248,664,429	175,708,333
Internal Services	13,112,169	13,624,581	13,592,319	12,805,099	12,805,099	12,462,714	11,552,890
Total	227,068,119	242,367,541	315,826,962	274,785,393	274,785,393	261,127,143	187,261,223

WD's forecast spending in 2019-20 is \$315.8 million, compared to the 2020-21 planned spending of \$274.8 million. This represents a net decrease in spending of \$41.0 million, which includes a net decrease in contributions and other transfer payments of \$38.2 million and a decrease in operating planned spending of \$2.8 million.

Factors contributing to the net decrease in spending in 2020-21 include:

- a decrease of \$25.0 million in funding for the conclusion of the Steel and Aluminum Initiative;
- a decrease of \$20.0 million in funding for the conclusion of the project to restore rail service to Churchill Manitoba;
- a decrease of \$16.3 million related to the timing difference for reinvestment of receipts from repayable contributions;
- a decrease of \$5.0 million in funding for support of Manitoba's aerospace sector;
- a decrease of \$3.4 million in funding for Women Entrepreneurship Strategy Pilot projects;
- a net decrease of \$2.8 million in operating funding for an operating budget carry forward, adjustments for collective bargaining settlements, employee benefits, and protecting water and soil in the prairies.
- an increase of \$22.5 million in support for LNG Canada Development Inc. Haisla Bridge project;
- an increase of \$4.4 million in funding to launch a Federal Strategy on Jobs and Tourism announced in Budget 2019;

- an increase of \$3.3 million in funding for the Canada Coal Transition Initiative announced in Budget 2018; and
- an increase of \$1.3 million to promote access to public transportation in the wake of the Greyhound Canada’s 2018 service reductions and other minor adjustments.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Western Economic Diversification Canada’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 western Canada	202	212	230	232	232	205
Internal Services	91	97	95	95	95	95
Total	293	309	325	327	327	300

Human resource levels in WD increases from 2019-20 to 2021-22 as a result of new Budget 2019 programs such as the Women Entrepreneurship Strategy and the Regional Economic Growth through Innovation initiative. 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 the Western Economic Diversification Canada’s organizational appropriations is available in the [2020–21 Main Estimates](#).^v

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Western Economic Diversification Canada'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 [Western Economic Diversification Canada's website](#).^{vi}

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	252,818,403	222,657,332	(30,161,071)
Total revenues	2,357	2,370	13
Net cost of operations before government funding and transfers	252,816,046	222,654,962	(30,161,084)

WD's total expenses are expected to be \$222.6 million in 2020–21, compared to \$252.8 million in 2019–20. The \$30.2 million difference in total expenses is primarily due to an increase in spending to support LNG Canada Development Inc. Haisla Bridge, initiatives announced in Budget 2018 and Budget 2019, and lower expenditures for unconditionally repayable contributions offset by a decrease in spending for the conclusion of the Canadian Steel and Aluminum small and medium-sized enterprises initiative and lower expenditures for the restoration of rail service to Churchill, Manitoba.

Corporate information

Organizational profile

Minister of Economic Development and Official Languages:

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

Institutional head: Dylan Jones

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument(s): *Western Economic Diversification Act*,^{vii} R.S.C. 1985, c.11, (4th Supplement)

Year of incorporation / commencement: 1987

Other:

Headquarters - Edmonton, Alberta

Offices - Vancouver, British Columbia

Edmonton and Calgary, Alberta

Saskatoon, Saskatchewan

Winnipeg, Manitoba

Ottawa, Ontario

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 the [Western Economic Diversification Canada 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 the [Western Economic Diversification Canada website](#).

Reporting framework

The Western Economic Diversification Canada’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

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

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Western Economic Diversification Canada’s program inventory is available in the [GC InfoBase](#).^{viii}

Supplementary information tables

The following [supplementary information tables](#)^{ix} are available on the Western Economic Diversification Canada website:

- ▶ [Departmental Sustainable Development Strategy](#)^x
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)
- ▶ [Up-front multi-year funding](#)

Federal tax expenditures

Western Economic Diversification Canada’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](#).^{xi} 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.

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Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A report on the plans and expected performance of 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 Public Service Employee Survey, <https://www.tbs-sct.gc.ca/pses-saff/2018/results-resultats/bq-pq/43/org-eng.aspx#s2>
- v. 2020-21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- vi. Departmental Plans and Reports for Western Economic Diversification Canada, <https://www.wd-deo.gc.ca/eng/59.asp>
- vii. Western Economic Diversification Act, <http://laws-lois.justice.gc.ca/eng/acts/W-6.8/>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. Supplementary Information Tables, <https://www.wd-deo.gc.ca/eng/19986.asp>
- x. Departmental Sustainable Development Strategy, <https://www.wd-deo.gc.ca/eng/57.asp>
- xi. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>