

Pacific Economic Development Canada

2022–23

Departmental Plan

The Honourable Harjit S. Sajjan, P.C., OMM, MSM,
CD, M.P.
Minister of International Development and Minister
Responsible for the Pacific Economic Development
Agency of Canada

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Table of contents

From the Minister	1
From the President.....	3
Plans at a glance	5
Core responsibilities: planned results and resources, and key risks	7
Internal services: planned results.....	15
Planned spending and human resources.....	17
Planned spending	17
Planned human resources.....	21
Estimates by vote.....	21
Future-oriented condensed statement of operations.....	22
Corporate information.....	23
Organizational profile	23
Raison d'être, mandate and role: who we are and what we do.....	23
Operating context.....	23
Reporting framework.....	24
Supporting information on the program inventory	25
Supplementary information tables.....	25
Federal tax expenditures.....	25
Organizational contact information.....	25
Appendix: definitions	27
Endnotes	31

From the Minister

It is my pleasure to present the 2022-23 Departmental Plan for the Pacific Economic Development Agency of Canada (PacifiCan).

As we enter 2022, Canadians across the country continue to face a challenging economic landscape as we build back from the COVID-19 pandemic. British Columbians are also facing the daunting task of rebuilding communities, transportation infrastructure, homes, and businesses in the devastating aftermath of unprecedented forest fires and flooding.

As the Minister of International Development and Minister responsible for the Pacific Economic Development Agency of Canada, I am committed to being an advocate for this province and building relationships with British Columbians that will create the right conditions for economic growth and high-quality jobs.

To deliver on this promise, British Columbians will need a long-term partner dedicated to their success. PacifiCan will be that partner, helping businesses, not-for-profit organizations and communities create opportunities. This means delivering tailored programs, services, knowledge and expertise, to ensure all regions of the province, including rural and Indigenous communities, and underrepresented groups have enhanced access to programming and support.

As we continue to build this new agency, one of PacifiCan's key strengths will be in its place-based approach, with comprehensive new locations throughout the province, ensuring its presence acts as a community pillar. This local, on-the-ground presence within BC communities will connect organizations and businesses across BC to enhanced services, high-impact investments and advocacy efforts.

The Government of Canada is determined to see that Canadians emerge from the pandemic even more prosperous than before. The journey ahead is challenging, but it is also full of opportunity. There is an exciting story to tell about this province. I invite you to read this plan to learn more about how PacifiCan will be a strong advocate for British Columbians' economic success.



The Honourable Harjit S. Sajjan
Minister of International
Development and Minister
Responsible for the Pacific
Economic Development Agency of
Canada

From the President

It has been a difficult year for many British Columbians. The COVID-19 pandemic has continued to affect businesses, families and communities. Climate disasters have had heartbreaking impacts on many communities. It is in this challenging environment that PacifiCan is working to support economic recovery and growth for British Columbians.

As a new Government of Canada agency headquartered in British Columbia and staffed by British Columbians, PacifiCan understands how the investments and support offered today set a course for tomorrow and far beyond. PacifiCan staff will apply their unique knowledge of BC’s economy to generate opportunities for their clients: small and medium-sized businesses and the organizations that support them, such as chambers of commerce, academic institutions, and provincial and local governments. As PacifiCan establishes new locations across the province, its enhanced presence will increase responsiveness to local needs, getting support to the people who need it.

The details of PacifiCan’s first Departmental Plan follow. It outlines an approach that will support and invest in small- and medium-sized businesses and their communities. It is about fostering innovation, forging partnerships, helping businesses grow, strengthening communities and ensuring inclusion of opportunity. Ultimately, it is about amplifying British Columbians’ strength, resilience, innovation and tenacity.

There is much work to be done. PacifiCan is committed to being a trusted partner in that work, both for today and for the long-term.



Dylan Jones
President, Pacific Economic
Development Canada

Plans at a glance

A New Regional Development Agency for British Columbia

British Columbia's small and medium-sized businesses are the lifeblood of communities and the backbone of the economy. Recognizing the unique economic drivers and conditions that British Columbia's communities and businesses face, the Government of Canada launched Pacific Economic Development Canada (PacifiCan) on August 6, 2021. The creation of PacifiCan acknowledges the value of local economic development and the roles that regional development agencies play to grow businesses and strengthen communities.

Building on Western Economic Diversification Canada's 34-year legacy, PacifiCan will continue to make strategic investments in a wide range of programs, policy and advocacy activities. PacifiCan will also continue to support businesses and organizations affected by the COVID-19 pandemic, many of whom are also recovering from recent climate disasters. This important work is advanced by employees headquartered in British Columbia, whose presence will grow across the province as new locations are established.

Enhanced Presence and Active Partnership

In PacifiCan, British Columbians will have a more active partner with greater on-the-ground presence across the province. PacifiCan's early activities will focus on expanding its services outside of the Lower Mainland, opening new locations in Campbell River, Cranbrook, Fort St. John, Kelowna, Prince George, Prince Rupert and Victoria. PacifiCan will open a new head office in Surrey and will establish a liaison office in Ottawa. This will improve responsiveness to local needs and deepen connections with communities and businesses. PacifiCan is committed to growing its culture of service excellence and supporting clients through four key roles: investor, pathfinder, convenor and advisor.

- **Convenor** – Connect people to foster collaboration and create economic opportunity
- **Pathfinder** – Help people navigate federal economic programs and services
- **Advisor** – Inform economic decision-making and advocate for British Columbians' economic interests
- **Investor** – Create jobs and growth through strategic investments and targeted initiatives

Our Focus for 2022-23

In the year ahead, PacifiCan will continue to focus on the delivery of economic relief and recovery programs, such as the Jobs and Growth Fund, the Tourism Relief Fund, the Canada Community Revitalization Fund and the Aerospace Regional Recovery Initiative, to promote a return to normal.

PacifiCan will also continue to deliver its core programs to support innovation, business growth and resilient communities. The agency will work directly with businesses, innovators and community leaders from all regions of the province – making strategic investments and building partnerships to create high-quality jobs and sustainable economic growth.

This year will be critical for establishing PacifiCan and growing its regional footprint. During its first full year as a stand-alone agency, PacifiCan will prioritize ongoing engagement in each region of the province to deepen existing partnerships and establish new ones. This approach will help the agency gain a deeper understanding of local issues, and ultimately result in a more tailored approach to economic development in British Columbia.

For more information on PacifiCan’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 agency’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Core Responsibility: Economic Development in British Columbia

Description

Pacific Economic Development Canada (PacifiCan) promotes growth and diversification in British Columbia’s economy by enhancing innovation, improving business competitiveness, promoting the adoption of clean technologies and inclusive growth.

Planning highlights

The agency’s mandate is to support the growth and diversification of British Columbia’s economy and advance the interests of the province in national economic policy, programs and projects. PacifiCan achieves this mandate by working closely with clients and partners across the province. Our clients are businesses, not-for-profit organizations and communities:

- **Businesses** – Continue to support pandemic recovery and foster innovation by helping businesses advance technology, scale-up and grow, expand markets, increase productivity and be more competitive
- **Not-for-profit organizations** – Make targeted investments to generate sustainable, inclusive growth and nurture regional innovation ecosystems
- **Communities** – Support communities to leverage their local capacity and strengths to sustain, grow, and diversify their regional economies

Within these client groups are organizations such as municipalities, Indigenous communities and organizations, businesses majority-led by underrepresented groups, academic institutions, industry organizations, business accelerators and incubators.

To assist our clients and achieve results for British Columbians, PacifiCan and its partners deliver numerous programs and services within our four roles of convenor, pathfinder, advisor and investor. Some of our key programs, services, activities and expected results are explained below.

New Programs

In 2022-23, PacifiCan will continue to deliver five streams of time-limited funding to provide economic relief and recovery from the ongoing pandemic and position British Columbia’s economy for future growth, as announced in Budget 2021.

Jobs and Growth Fund (JGF)ⁱ

The JGF supports the transition to a green economy, fosters an inclusive economic recovery, promotes digital adoption; and strengthens the capacity of sectors that are critical to Canada's recovery and growth.

Tourism Relief Fund (TRF)ⁱⁱ

The TRF supports tourism businesses and organizations to adapt their operations to meet public health requirements and to invest in products and services to facilitate future business growth.

Canada Community Revitalization Fund (CCRF)ⁱⁱⁱ

The CCRF helps communities across Canada to build and improve community infrastructure projects so that they can rebound from the effects of the pandemic.

Aerospace Regional Recovery Initiative (ARRI)^{iv}

The ARRI supports small- and medium-sized enterprises in the aerospace sector to green their operations and adopt environmentally sustainable practices, improving their productivity and strengthening commercialization.

Core Programs

PacifiCan will continue to support businesses, not-for-profit organizations and communities through core programs to advance long-term economic growth and inclusion in the economy. The agency has the following core mechanisms for providing funding:

Regional Economic Growth through Innovation (REGI)^v

The REGI initiative is a national program that aims to fuel economic growth through innovation and to create more high-paying, sustainable jobs. REGI has two program streams. The Business Scale-up and Productivity^{vi} (BSP) stream promotes business growth through business scale-up, technology commercialization, enhanced productivity, and market expansion. The Regional Innovation Ecosystems^{vii} (RIE) stream aims to create, grow, and nurture inclusive regional ecosystems that support business needs throughout the innovation continuum.

Community Economic Development and Diversification (CEDD)^{viii}

The CEDD initiative fosters local business development and community economic growth. The initiative assists organizations and communities in British Columbia to fully participate in, and benefit from, economic opportunities.

Economic Development Initiative (EDI)^{ix}

The EDI supports economic development in Francophone communities.

Western Canada Business Service Network (WCBSN)^x

The WCBSN initiative supports a network of independent organizations that provide business services to help British Columbians start, grow, and expand their businesses. The Network focuses particularly on rural areas and underrepresented groups with lower economic participation rates. It consists of more than 100 points of service including:

- Community Futures^{xi}
- Women’s Enterprise Initiative^{xii}
- Entrepreneurs with Disabilities Program^{xiii}
- Francophone Economic Development^{xiv}
- Indigenous Business Development Services^{xv}
- Black Entrepreneurship Program^{xvi}
- Small Business Services^{xvii}

Advancing British Columbians’ Economic Interests

PacifiCan is committed to advancing the interests of British Columbians in national economic policy, programs and projects. The agency will integrate British Columbians’ perspectives into federal decision-making processes, including program and policy development.

PacifiCan will position itself as an advocate for British Columbians’ economic interests through its enhanced presence across the province. Regional engagement will deepen the agency’s understanding of local economic issues and strengthen relationships.

Gender-based Analysis Plus

PacifiCan supports the Government of Canada’s important goals to advance equity, diversity and inclusion.

PacifiCan will always take an inclusive approach to program delivery and support inclusive economic growth and prosperity. To this end, the agency reviews each project proposal that it receives with consideration of its potential impacts on underrepresented groups, such as women, youth, and Indigenous peoples.

Additionally, PacifiCan’s new service locations will enhance access to its suite of economic development programs and services to rural and remote communities, which are home to a large Indigenous population. For example, nearly one-third (30.3%) of Indigenous peoples in British Columbia reside in rural areas.

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

PacifiCan’s mandate to grow and diversify British Columbia’s economy will advance Canada’s commitment to address the UN 2030 Agenda for Sustainable Development. The agency’s programs and services will contribute towards the following Sustainable Development Goals (SDGs):

- **SDG 8 (Decent Work and Economic Growth)** – Programs delivered by the agency will create jobs, support entrepreneurship, and promote growth for small- and medium-sized businesses
- **SDG 9 (Industry, Innovation and Infrastructure)** – Programs that support innovation will support the technology sector and strengthen Canada’s innovation ecosystem

Key Risk(s)

British Columbians continue to face economic challenges from the COVID-19 pandemic. While some industries have weathered the public health risks and associated changes in production and consumption patterns well, labour shortages and supply chain disruptions remain. On top of this, recent heat waves, wildfires and flooding disasters have resulted in unprecedented damage to critical infrastructure and in some cases, the destruction of entire communities. The impacts of these events make it difficult for businesses, innovators and communities to achieve economic success.

In the midst of continued economic uncertainty, PacifiCan is expanding its presence across the province, which poses challenges in establishing new service locations and engaging stakeholders, as they grapple with their own regional recovery. Each region has unique and evolving health and safety restrictions, varying degrees of accessibility, and limited capacity to engage in activities that extend beyond immediate needs.

To mitigate these risks, PacifiCan will:

- Use existing programs to assist businesses and communities to become more resilient and to overcome the hardships caused by the pandemic and extreme weather events;
- Continue to invest in innovation that supports long-term growth and high-wage, sustainable jobs;
- Enhance its regional presence and relationships with local businesses, innovators and communities to deepen the agency’s understanding of local economic opportunities and challenges to better serve British Columbians; and
- Employ comprehensive human resource acquisition strategies and shared services arrangements to develop corporate capacity efficiently and effectively.

Planned results for Economic Development in British Columbia

The following table shows the planned results for economic development in British Columbia, including 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.

The results reported prior to the launch of PacifiCan in August 2021 reflect results achieved by Western Economic Diversification British Columbia region. Going forward, the agency plans to adjust the Departmental Results Framework to report on the short- and long-term impacts of its programs and services.

Departmental results	Departmental result indicators	Targets	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Communities are economically diversified in British Columbia	Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in British Columbia	Women: 18.0% Youth: 13.9% Indigenous: 1.4% Visible minorities: 21.8% Persons with disabilities: 0.5%	March 2023	Not available ¹	Not available ¹	Not available ¹
	Amount leveraged per dollar invested by PacifiCan in community projects	1.2	March 2023	1.0	1.3	1.3
Businesses invest in the development and commercialization of innovative technologies in British Columbia	Value of business expenditures in research and development by firms receiving PacifiCan program funding (\$)	\$6M	March 2023	\$16.5M	\$13.9M	\$15.1M
	Percentage of professional, science and technology-related jobs in British Columbia's economy	35.0%	March 2023	33.4%	33.7%	35.9%
	Percentage of companies engaged in collaborations with higher education institutions in British Columbia ³	10.2%	March 2023	8.8%	Not available ³	10.2%
Businesses are innovative and growing in British Columbia	Number of high growth firms in British Columbia	2,358	March 2023	2,170	2,230	Not available ²
	Value of exports of goods from British Columbia (\$)	\$60.0B	March 2023	\$50.1B	\$46.3B	\$42.2B
	Value of exports of clean technologies from British Columbia (\$)	\$2.42B	March 2023	\$1.88B	\$1.87B	\$1.89B
	Revenue growth rate of firms supported by PacifiCan programs	11%	March 2023	19.7%	Not available ²	Not available ²

1 Actual results data were not available for British Columbia only.

2 Actual results data were not yet available for this year.

3 Actual results were not available every year and were not available for British Columbia only. The results were for all western and northern Canada.

The financial, human resources and performance information for the PacifiCan program inventory is available on [GC InfoBase](#).^{xviii}

Planned budgetary spending for Economic Development in British Columbia.

The following table shows, for economic development in British Columbia, 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
247,221,224	247,221,224	128,923,222	102,161,443

Financial, human resources and performance information for PacifiCan’s program inventory is available on [GC InfoBase](#).^{xix}

Planned human resources for Economic Development in British Columbia

The following table shows, in full-time equivalents, the human resources the agency 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
138	132	124

Financial, human resources and performance information for PacifiCan’s program inventory is available on [GC InfoBase](#).^{xx}

Internal services: planned results

Description

Internal services are the services that are provided within an agency 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

Planning highlights

An enhanced federal presence in British Columbia by way of new service locations is a key priority for PacifiCan. Internally, resourcing in support of establishing the new locations will be balanced against the agency’s responsibilities for delivering time-sensitive pandemic recovery programs.

As PacifiCan grows its workforce, the agency will uphold the principles of equity, diversity and inclusion in the public service through fair, open and transparent recruitment processes to build a highly qualified team that reflects Canadian society. PacifiCan will continue its efforts to maintain a healthy, safe and positive work environment.

PacifiCan is committed to engaging with British Columbians to ensure relevancy and impact. The agency will continue to consult and engage with stakeholders and clients to ensure its activities address their needs. The agency will use various tools, such as its website and social media platforms, to facilitate two-way dialogue to better understand and respond to the needs of the public. The agency will also support Ministerial announcements and stakeholder engagement to maintain and expand communication with the public about its programs and services. PacifiCan reports publicly, via its website, on the management of budgetary resources, and on its performance and the impacts of its programs and 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
7,790,038	7,790,038	7,325,375	7,337,183

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the agency 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
33	33	33

* These figures exclude FTEs for employees of Prairies Economic Development Canada who are providing services to PacifiCan under an Internal Services Agreement that supports PacifiCan's internal operations while it builds its own internal capacity.

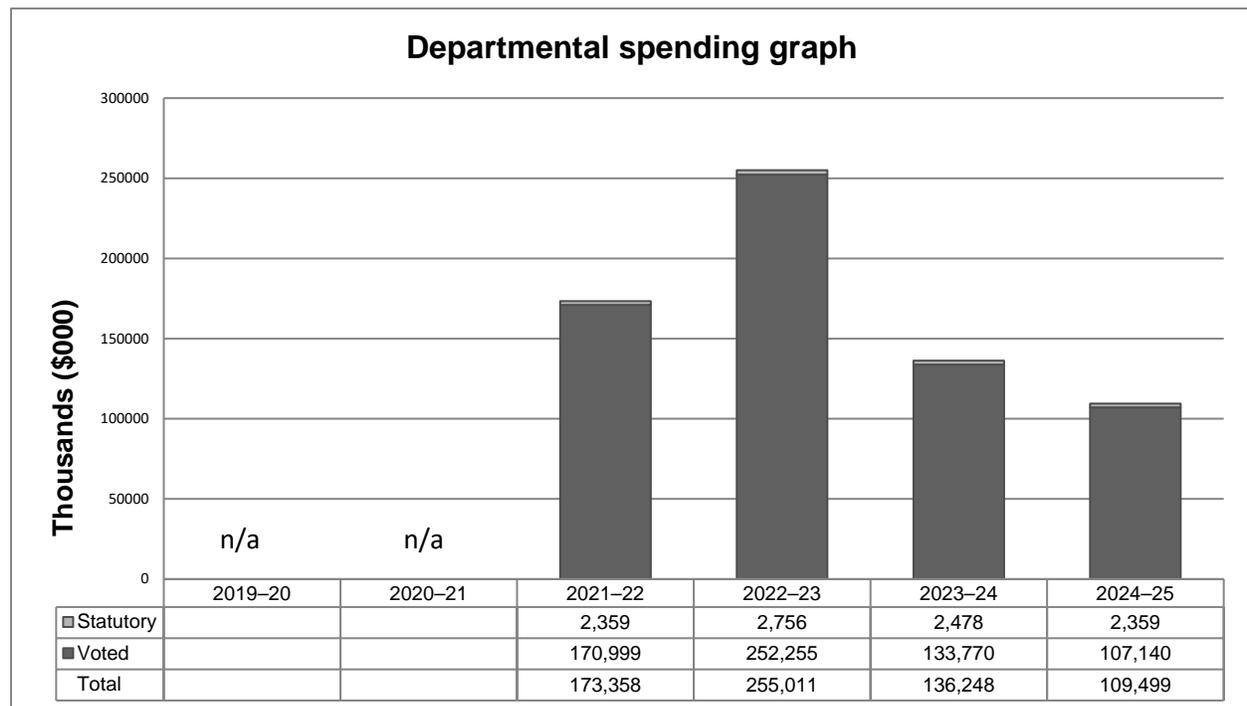
Planned spending and human resources

This section provides an overview of the agency’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

Agency spending 2019–20 to 2024–25

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



Note: Information not available prior to the establishment of Pacifican in 2021.

The increase in voted and statutory spending from 2021-22 to 2022-23 was mostly due to spending related to a non-core project – Haisla Bridge and time-limited programs announced in Budget 2021. Non-core projects are strategic initiatives delivered by Pacifican on behalf of the Government of Canada. The time-limited programs provide targeted aid to support pandemic relief and recovery. These programs include the Canada Community Revitalization Fund, the Tourism Relief Fund, the Jobs and Growth Fund, the Aerospace Regional Recovery Initiative, and the Major Festivals and Events Support Initiative.

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

The following table shows information on spending for each of PacifiCan’s core responsibilities 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 ²	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Economic Development in British Columbia	Not Available ¹	Not Available ¹	169,408,087	247,221,224	247,221,224	128,923,222	102,161,443
Internal services	Not Available ¹	Not Available ¹	3,949,695	7,790,038	7,790,038	7,325,375	7,337,183
Total	Not Available¹	Not Available¹	173,357,782	255,011,262	255,011,262	136,248,597	109,498,626

¹ Information not available prior to the establishment of PacifiCan in 2021.
² Based on December 31, 2021 forecast.

PacifiCan estimates budgetary expenditures of \$255.0 million in 2022-23, which comprises \$226.1 million in contributions and other transfer payments and \$29.0 million in operating costs.

Budgetary expenditures include:

- \$48.6 million in funding for the Tourism Relief Fund announced in Budget 2021;
- \$48.0 million in funding for the Regional Economic Growth through Innovation program of the new regional development agency;
- \$35.1 million in funding for the Jobs and Growth Fund announced in Budget 2021;
- \$26.4 million in funding for the Canada Community Revitalization Fund announced in Budget 2021;
- \$22.2 million in funding for the operations of the new regional development agency for British Columbia related to Budget 2021;
- \$22.2 million in funding for the Western Diversification program of the new regional development agency;
- \$15.0 million in funding for the Haisla Bridge project;
- \$12.8 million in funding for the Aerospace Regional Recovery Initiative announced in Budget 2021;
- \$10.5 million in funding for the Community Futures program of the new regional development agency;

- \$5.0 million in funding for the Major Festivals and Events Support Initiative announced in Budget 2021;
- \$2.9 million in funding for the National Quantum Strategy announced in Budget 2021;
- \$2.8 million in funding for contribution to Employee Benefit Plans;
- \$1.6 million in funding for the Women’s Entrepreneurship Strategy announced in Budget 2018;
- \$1.1 million in funding for the Black Entrepreneurship Fund; and
- \$1.0 million in funding for the Women’s Enterprise Initiative program of the new regional development agency.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of PacifiCan’s core responsibilities 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 ²	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Economic Development in British Columbia	Not Available ¹	Not Available ¹	64	138	132	124
Internal services	Not Available ¹	Not Available ¹	13	33	33	33
Total	Not Available¹	Not Available¹	77	171	165	157

¹ Information not available prior to the establishment of PacifiCan in 2021.
² The FTEs are lower in 2021-22 because all full-time employees were considered working only 8 months at PacifiCan to reflect the new agency was established in August 2021.

The increase in FTEs from 2021-22 to 2022-23 was attributed to the new staffing for the establishment of the new agency and extra personnel required for delivering new time-limited programs. The base human resource levels are expected to stabilize in 2024-25.

Estimates by vote

Information on PacifiCan’s organizational appropriations is available in the [2022–23 Main Estimates](#).^{xxi}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PacifiCan’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](#)^{xxii} and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on PacifiCan’s website.

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	108,180,020	232,145,282	123,965,262
Total revenues	76	55	-21
Net cost of operations before government funding and transfers	108,179,944	232,145,227	123,965,283

PacifiCan expects total expenses of \$232.1 million in 2022-23, compared to \$108.2 million in 2021-22. The \$124.0 million difference in total expenses is primarily due to an increase in spending related to a non-core project – Haisla Bridge and time-limited programs announced in Budget 2021. Non-core projects are strategic initiatives delivered by PacifiCan on behalf of the Government of Canada. The time-limited programs provide targeted aid to support pandemic relief and recovery. These programs include the Canada Community Revitalization Fund, the Tourism Relief Fund, the Jobs and Growth Fund, the Aerospace Regional Recovery Initiative, and the Major Festivals and Events Support Initiative.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Harjit S. Sajjan

Institutional head: Dylan Jones

Ministerial portfolio: Innovation, Science and Economic Development

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

Year of incorporation / commencement: 2021

Other:

Offices – Vancouver, British Columbia

To be established:

Headquarters – Surrey, British Columbia

Service Locations – Victoria, Kelowna, Prince George, Surrey, Cranbrook, Fort St. John, Prince Rupert, Campbell River, and a liaison office in Ottawa

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

Information on PacifiCan’s [raison d’être, mandate and role](#)^{xxiv} is available on PacifiCan’s website.

Information on PacifiCan’s mandate letter commitments is available in the [Minister’s mandate letter](#)^{xxv}.

Operating context

Information on the [operating context](#)^{xxvi} is available on PacifiCan’s website.

Reporting framework

PacifiCan’s approved Departmental Results Framework and program inventory for 2022–23 are as follows.

Departmental Results Framework	Core Responsibility: Economic development in British Columbia		Internal Services
	Departmental result: Communities are economically diversified in British Columbia	Indicator: Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in British Columbia	
		Indicator: Amount leveraged per dollar by PacifiCan in community projects	
	Departmental result: Businesses invest in the development and commercialization of innovative technologies in British Columbia	Indicator: Value of business expenditures in research and development by firm receiving PacifiCan program funding (\$)	
		Indicator: Percentage of professional, science and technology-related jobs in British Columbia	
		Indicator: Percentage of companies engaged in collaborations with higher education institutions in British Columbia	
	Departmental result: Businesses are innovative and growing in British Columbia	Indicator: Number of high-growth firms in British Columbia	
		Indicator: Value of exports of goods from British Columbia (\$)	
		Indicator: Value of exports of clean technologies from British Columbia (\$)	
		Indicator: Revenue growth rate of firms supported by PacifiCan programs	
Program Inventory	Program: Innovation		
	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 [PacifiCan's program inventory](#)^{xxvii} is available on [GC InfoBase](#).^{xxviii}

Supplementary information tables

The following [supplementary information](#)^{xxix} tables are available on PacifiCan's website:

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

Federal tax expenditures

PacifiCan'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](#)^{xxxi}. 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

Pacific Economic Development Canada
1300-300 West Georgia St.
Vancouver, British Columbia, V6B 6B4

Telephone: 604-666-6256

TTY: 1-877-303-3388

Fax: 604-666-2353

Email: info@pacifican.gc.ca

Website(s): <https://www.pacifican.gc.ca>

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 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 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

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

- i. Jobs and Growth Fund, <https://www.canada.ca/en/pacific-economic-development/services/funding/jobs-growth-fund.html>
- ii. Tourism Relief Fund, <https://www.canada.ca/en/pacific-economic-development/services/funding/tourism-relief-fund.html>
- iii. Canada Community Revitalization Fund, <https://www.canada.ca/en/pacific-economic-development/services/funding/canada-community-revitalization-fund.html>
- iv. Aerospace Regional Recovery Initiative, <https://www.canada.ca/en/pacific-economic-development/services/funding/aerospace-regional-recovery.html>
- v. Regional Economic Growth through Innovation, <https://www.canada.ca/en/pacific-economic-development/services/funding/regional-economic-growth-innovation.html>
- vi. Business Scale-up and Productivity, <https://www.canada.ca/en/pacific-economic-development/services/funding/business-scale-up-productivity.html>
- vii. Regional Innovation Ecosystems, <https://www.canada.ca/en/pacific-economic-development/services/funding/business-scale-up-productivity.html>
- viii. Community Economic Development and Diversification, <https://www.canada.ca/en/pacific-economic-development/services/funding/community-economic-development-diversification.html>
- ix. Economic Development Initiative, <https://www.canada.ca/en/pacific-economic-development/services/funding/francophone-funding.html>
- x. Western Canada Business Service Network, <https://www.canada.ca/en/pacific-economic-development/services/support.html>
- xi. Community Futures, <https://www.canada.ca/en/pacific-economic-development/services/support/community-futures.html>
- xii. Women’s Enterprise Initiative, <https://www.canada.ca/en/pacific-economic-development/services/support/womens-enterprise.html>
- xiii. Entrepreneurs with Disabilities Program, <https://www.canada.ca/en/pacific-economic-development/services/support/disabilities.html>
- xiv. Francophone Economic Development, <https://www.canada.ca/en/pacific-economic-development/services/support/francophone-economic.html>
- xv. Indigenous Business Support, <https://www.canada.ca/en/pacific-economic-development/services/support/indigenous.html>
- xvi. Black Entrepreneurship Program, <https://ised-isde.canada.ca/site/black-entrepreneurship-program/en>
- xvii. Small Business Services, <https://www.canada.ca/en/pacific-economic-development/services/support/small-business.html>
- xviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xx. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxii. Future-Oriented Statement of Operations, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-plans/2022-2023-departmental-plan/2022-2023-future-oriented-statement-of-operations.html>
- xxiii. Western Economic Diversification Act, <https://laws-lois.justice.gc.ca/eng/acts/W-6.8/>
- xxiv. Raison d’être, Mandate and Role, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-plans/2022-2023-departmental-plan/2022-2023-raisondetre-mandate-role.html>
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- xxvii. PacifiCan’s Program Inventory, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-plans/2022-2023-departmental-plan/2022-2023-program-inventory.html>
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- xxx. Departmental Sustainable Development Strategy, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-reports-other/sustainable-development-strategy.html>
- xxxi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>