



**PacifiCan**

# **Pacific Economic Development Canada**

2023-24

Departmental Plan



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique



**Canada**

# **Pacific Economic Development Canada**

## **2023–24**

### Departmental Plan

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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



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique

**Canada** 

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## From the Minister

It is my pleasure to present PacifiCan’s 2023-24 Departmental Plan.

Amazing things are happening across British Columbia. Despite some challenging times, communities are coming together again and businesses are building for a better future. PacifiCan is here to support that growth and champion the success of British Columbians.

As I meet with people from one corner of our province to another, it is clear to me that relationships and connections are at the heart of our work together. That is why PacifiCan has opened seven new offices across the province – in Cranbrook, Kelowna, Prince George, Prince Rupert, Fort St. John, Campbell River and Victoria. British Columbians now have a network of PacifiCan staff in communities across B.C.

In the year ahead, PacifiCan will continue delivering programs, services and expertise across the province, including underrepresented communities. We are committed to supporting an inclusive economy – one that reflects the full range of diverse talents, knowledge and experience in British Columbia.

We will continue to deliver our support for innovators and communities who share our ambition. We will also continue vital economic recovery programs that support the sectors hardest hit by the COVID-19 pandemic. And we will deliver new programs, including the Regional Quantum Initiative, and programs to help residents and businesses in Lytton rebuild their community after the devastating wildfire season in 2021.

I welcome you to read this plan to learn more about how PacifiCan will become an even stronger partner for British Columbians.



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



## From the President

This year, British Columbians have a new network of PacifiCan staff living and working in their communities. As we have expanded our presence in the province, British Columbians are already sharing their ambition with us – and we are listening.

British Columbians are telling us that they want and deserve good quality jobs. That means jobs in and near their communities. British Columbians also want jobs that are sustainable – for their families and for the planet. We know that these opportunities need to exist for all British Columbians. This includes all underrepresented groups.

Businesses, innovators and communities across British Columbia are working hard to create this strong future for all British Columbians.

Everything in this plan is about helping them deliver that strong future.

Delivering on that requires our PacifiCan team to reflect our province and be well-supported. We are building an organization that is agile, healthy and inclusive.

Please read on.



**Dylan Jones**  
President, Pacific Economic  
Development Canada





## Plans at a glance

Over the last few years, British Columbians have faced many challenges, including the COVID-19 pandemic, rising cost of living, supply chain disruptions, and fires and floods. Despite these obstacles, British Columbians have demonstrated their resilience and ability to create economic opportunities. PacifiCan is proud to be able to assist British Columbians to recover, grow, and achieve long-term success.

### Priorities for 2023–24

PacifiCan’s vision is enduring prosperity for all British Columbians. To work towards this vision in 2023-24, PacifiCan will accelerate quality jobs, competitive industry clusters, globally successful businesses, and inclusive growth.

#### 1. Quality Jobs

British Columbians are struggling with rising costs of living. From 2012 to 2022, on average, the purchase price of a home in British Columbia grew by 9% per year while incomes grew by only 1% per year. British Columbian households also carry among the highest debt loads in the country. PacifiCan will help job creators and the organizations that support them to create the quality jobs that British Columbians need.

#### 2. Competitive Industry Clusters

Clusters are local groups of companies and other organizations who cooperate and compete to create products and services at an advantage. In British Columbia’s small and medium-sized enterprise (SME)-driven economy, clusters can deliver reduced costs, deeper talent pools, more innovation, and greater productivity. The agency will look for opportunities to support clusters.

#### 3. Globally Successful Businesses

Exports of goods and services are a source of prosperity for British Columbians. Companies that grow locally and compete globally help grow our standard of living over the long run. PacifiCan will support businesses to accelerate their growth and expand to new markets.

#### 4. Inclusive Growth

Indigenous peoples, women, youth, and other underrepresented groups have lower rates of employment and business ownership than other British Columbians. Women owned 39% of businesses in British Columbia in 2020, but made up 50.4% of the population. The unemployment rate among Indigenous people in British Columbia was 8.4% in 2021, compared to 6.5% among the province’s non-Indigenous population. PacifiCan will help increase economic participation for all British Columbians.

## Expanded Regional Presence

Approximately 40% of British Columbians live in communities outside of the Lower Mainland. In 2022-23, PacifiCan opened seven new offices, in Campbell River, Cranbrook, Fort St. John, Kelowna, Prince George, Prince Rupert and Victoria. These new offices will help British Columbians across the province access PacifiCan staff and resources to develop strong economic strategies. PacifiCan's greater on-the-ground presence across the province will deepen connections with communities and businesses, and ensure that the agency is responsive to local needs.



*Figure 1: Map of PacifiCan regions and offices*

## How Will PacifiCan Help?

PacifiCan is committed to supporting British Columbians through four roles: investor, pathfinder, convenor and advisor.

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

## **PacifiCan's Impact**

To read more about PacifiCan's work and impact, follow these links:

- [News Releases<sup>i</sup>](#)
- [Client Stories<sup>ii</sup>](#)

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

PacifiCan achieves its mandate by working closely with clients and partners across the province in its four roles as investor, advisor, pathfinder, and convenor. The agency's clients are businesses, not-for-profit organizations, and communities such as, Indigenous groups, women-led businesses, academic institutions, municipalities, business accelerators, and incubators.

Some of PacifiCan's key programs, services, activities and expected results are described below.

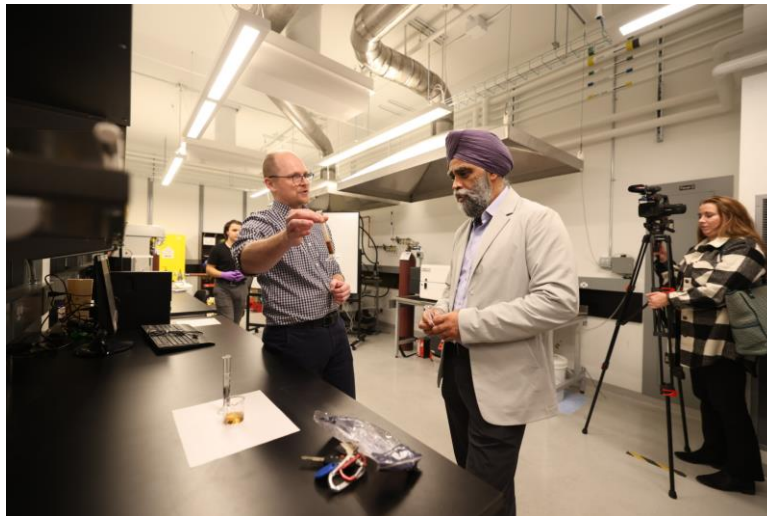
#### Core Programs

PacifiCan will support businesses, not-for-profit organizations and communities through its suite of 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)<sup>iii</sup>**  
The REGI initiative fuels economic growth through innovation and creates more high-paying, sustainable jobs. REGI has two program streams. The Business Scale-up and Productivity<sup>iv</sup> (BSP) stream promotes business growth through business scale-up, technology commercialization, enhanced productivity, and market expansion. The Regional Innovation Ecosystems<sup>v</sup> (RIE) stream creates, grows, and nurtures inclusive regional ecosystems that support business needs throughout the innovation continuum.
- **Community Economic Development and Diversification (CEDD)<sup>vi</sup>**  
The CEDD initiative fosters local business development and community economic growth. The initiative assists organizations and communities in British Columbia to participate fully in, and benefit from, economic opportunities.
- **Economic Development Initiative (EDI)<sup>vii</sup>**  
The EDI supports economic development in Francophone communities.
- **Western Canada Business Service Network (WCBSN)<sup>viii</sup>**  
The WCBSN initiative supports a network of independent organizations that provide business services to help British Columbians start and grow their businesses. The

Network focuses particularly on rural areas and underrepresented groups with lower economic participation rates, and includes the following organizations:

- Community Futures<sup>ix</sup>
- Women's Enterprise Initiative<sup>x</sup>
- Entrepreneurs with Disabilities Program<sup>xi</sup>
- Francophone Economic Development<sup>xii</sup>
- Indigenous Business Development Services<sup>xiii</sup>
- Small Business Services<sup>xiv</sup>



*Figure 2: On November 16, 2022, Minister Sajjan announced \$1.04M in funding to the University of British Columbia's Okanagan campus (UBCO) to help local businesses implement cutting-edge circular economy practices.*

## New Programs

In 2023-24, PacifiCan will also offer new programs to support innovation and economic resilience in British Columbia.

- **Rebuilding Lytton**<sup>xv</sup>

In June 2021, devastating wildfires tore through the Village of Lytton, causing catastrophic damage to the community, including tragic loss of life. PacifiCan will offer two new programs to support the rebuilding of Lytton:

- \$6 million for the **Lytton Homeowner Resilient Rebuild** program to support eligible homeowners who will rebuild to net-zero and fire-resistant standards; and
- \$7.2 million for the **Lytton Business Restart program** to help small- and medium-sized businesses re-establish in the community. This funding will include

support for Indigenous businesses and those operated by women, youth and other underrepresented groups.

- **Regional Quantum Initiative<sup>xvi</sup>**

On December 6, 2022, PacifiCan announced the launch of the Regional Quantum Initiative in British Columbia. Quantum science is the study, manipulation and control of systems at the atomic and subatomic level. It can lead to transformative technologies in fields such as computing, sensors, secure communications and advanced materials development. This fund will help companies and not-for-profit organizations advance and commercialize quantum products and solutions for domestic and global markets. The Regional Quantum Initiative forms part of the Government of Canada's **National Quantum Strategy**.<sup>xvii</sup>

## **Economic Relief and Recovery Programs**

PacifiCan will continue to deliver time-limited funding to provide economic relief and recovery from the pandemic and position British Columbia's economy for future growth, as announced in Budget 2021. While some Budget 2021 programs will be closed to new applications in 2023-24, PacifiCan resources will continue to be deployed to help recipients successfully conclude projects and to wind up programs.

- **Jobs and Growth Fund (JGF)<sup>xviii</sup>**

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)<sup>xix</sup>**

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

- **Canada Community Revitalization Fund (CCRF)<sup>xx</sup>**

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)<sup>xxi</sup>**

The ARRI supports small- and medium-sized enterprises in the aerospace sector to adopt environmentally sustainable practices and improve their productivity.



***Figure 3:** On October 24, 2022, Minister Sajjan announced \$10M in funding for Science World through the Tourism Relief Fund. Tracy Redies (pictured), CEO of Science World, shared how PacifiCan funding would be used for building improvements and a new exhibit.*

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

PacifiCan aims to advance equity, diversity and inclusion across all identity factors, such as gender, sexual orientation, race, ethnicity, religion, age, and mental or physical disability. The agency reviews each project proposal that it receives with consideration of its potential impacts on underrepresented groups.

Additionally, PacifiCan's new offices across the province will enhance the agency's understanding of the diverse perspectives, experiences, and barriers faced by underserved communities, particularly in rural areas. With nearly one third of Indigenous peoples in British Columbia residing in rural areas, these new offices bring the agency closer to Indigenous communities. This will allow PacifiCan to deepen its engagement with Indigenous peoples to find new ways to advance economic reconciliation, including through initiatives such as the British Columbia Indigenous Clean Energy Initiative (BCICEI). BCICEI supports the development of clean energy projects in Indigenous communities throughout British Columbia. Recently, new investments of \$10 million were announced for the BCICEI by PacifiCan, Indigenous Services Canada, and the New Relationship Trust.<sup>xxii</sup>

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

PacifiCan supports Canada's commitment to address the UN 2030 Agenda and UN Sustainable Development Goals (SDGs). This includes investments in clean technology and supporting businesses to adopt environmentally sustainable practices. PacifiCan is also committed to



inclusive growth, with programs focused on increasing the economic participation of underrepresented groups such as Indigenous people, women, and youth.

PacifiCan's programs will specifically advance the following UN SDGs:

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

## **Innovation**

In 2023-24, PacifiCan will continue to explore innovative approaches to improve client support and outcomes by filling data gaps and expanding knowledge in key areas. For example, the agency will:

- Conduct studies to gather and analyze long-term economic performance data for PacifiCan-supported recipients; and,
- Increase our capacity and partnerships for research and data analytics to support evidence-based decision-making.

## **Key risk(s)**

Challenging economic conditions caused by the COVID-19 pandemic, rising costs of living and doing business, and supply chain disruptions continue to pose difficulties for businesses, innovators and communities in British Columbia. In addition to this, recent fires and floods have resulted in unprecedented damage to critical infrastructure and in some cases, the destruction of entire communities and loss of life.

In the midst of continued economic uncertainty, PacifiCan will need to be agile and responsive to its clients' needs. While PacifiCan is limited in its ability to mitigate completely the risks listed above, the agency remains committed to delivering economic relief and recovery programs to support businesses and communities in building back. In collaboration with PrairiesCan, PacifiCan will evaluate the delivery of its time-limited relief programming to ensure that we deliver better next time. PacifiCan will also prioritize resilience in the delivery of its core programs. For example, building back at a higher standard is a key component of the Rebuilding Lytton programs.

## Planned results for economic development in British Columbia

The following table shows, for economic development in British Columbia, the planned results, the result indicators, the targets and the target dates for 2023–24, 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	2019–20 actual result	2020–21 actual result	2021–22 actual result
Businesses are innovative and growing in British Columbia	Number of high growth firms in British Columbia	2,072	March 2024	2,230	Not available <sup>1</sup>	1,890
	Value of exports of goods from British Columbia (\$)	\$70.4B	March 2024	\$46.3B	\$42.2B	\$56.1B
	Value of exports of clean technologies from British Columbia (\$)	\$2.5B	March 2024	\$1.87B	\$1.89B	Not available <sup>1</sup>
	Revenue growth rate of firms supported by PacifiCan programs	10%	March 2024	Not available <sup>1</sup>	Not available <sup>1</sup>	19.3%
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 (\$)	\$15.7M	March 2024	\$13.9M	\$15.1M	\$10.5M
	Percentage of professional, science and technology-related jobs in British Columbia's economy	35.8%	March 2024	33.7%	35.9%	37.4%
	Percentage of companies engaged in collaborations with higher education institutions in British Columbia <sup>2</sup>	10%	March 2024	Not available <sup>2</sup>	10.2%	Not available <sup>1</sup>
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 <sup>3</sup>	Women: 18.1% Youth: 12.8% Indigenous: 1.8% Visible minorities: 12.1% Persons with disabilities: 1.2%	March 2024	Not available <sup>3</sup>	Not available <sup>3</sup>	Women: 17.5% Youth: 12.5% Indigenous: 1.8% Visible minorities: 11.4% Persons with disabilities: 1.2%

	Amount leveraged per dollar invested by PacifiCan in community projects	1.1	March 2024	1.3	1.3	0.91
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<sup>1</sup> Actual results data were not available for this year.

<sup>2</sup> Actual results were not available every year and were not available for British Columbia only. The results were for all western and northern Canada.

<sup>3</sup> Actual results are based on the latest available data from 2020 Statistics Canada survey on financing and growth of SMEs. Actual results data were not available for British Columbia only. The results are for British Columbia and Territories.

The financial, human resources and performance information for PacifiCan's program inventory is available on [GC InfoBase](#).<sup>xxiii</sup>

### Planned budgetary spending for Economic Development in British Columbia

The following table shows, for economic development in British Columbia, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
\$167,145,217	\$167,145,217	\$106,339,440	\$101,826,827

Financial, human resources and performance information for PacifiCan's program inventory is available on [GC InfoBase](#).<sup>xxiv</sup>

### Planned human resources for Economic Development in British Columbia

The following table shows, in full-time equivalents (FTEs), the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
139	124	124

Financial, human resources and performance information for PacifiCan's program inventory is available on [GC InfoBase](#).<sup>xxv</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

### Planning highlights

Important progress has been made in establishing PacifiCan in its first 18 months. For the year ahead, internal services will focus on continuing that development.

In addition to expanding its presence with seven new offices across the province, PacifiCan is working with Public Services and Procurement Canada (PSPC) to establish a new head office in Surrey. In the year ahead, PacifiCan will leverage the new offices to expand the reach and visibility of PacifiCan.

As PacifiCan continues to grow and renew 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.

In the year ahead, PacifiCan will continue to focus communications efforts on ensuring that British Columbians are aware of the new agency and its services. PacifiCan will use tools such as high quality and engaging content, project funding announcements, and social media outreach, to grow its audience and increase visibility. The agency will also continue to consult and engage with partners, stakeholders and clients to ensure its activities address their needs.

## Planning for Contracts Awarded to Indigenous Businesses

The planned target for fiscal year 2023–24, not including IT hardware and software purchases, is 6.7%. This will largely be achieved through accommodations and procurement of furniture.

The methodology used for calculating the forecasted target for fiscal year 2023–24 uses 1) the agency's Annual Procurement Plan and accompanying Schedule of Planned Procurements; and 2) the forecasted available O&M budget available for procurement in fiscal year 2023–24.

The following table shows the planned target.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	N/A	N/A <sup>1</sup>	6.7%

<sup>1</sup>The 2022-23 forecasted target is not available for PacifiCan specifically. In 2022-23, Prairies Economic Development Canada (PrairiesCan) was responsible for IT hardware and software purchases on behalf of PacifiCan. This information is reported by PrairiesCan. Since April 1, 2022, PacifiCan has not used any Deputy-Head exceptions.

## Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
8,928,973	8,928,973	8,938,102	7,221,951

## 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 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
33	33	33

\* These figures exclude PrairiesCan FTEs who provide internal services to PacifiCan on an interim basis.





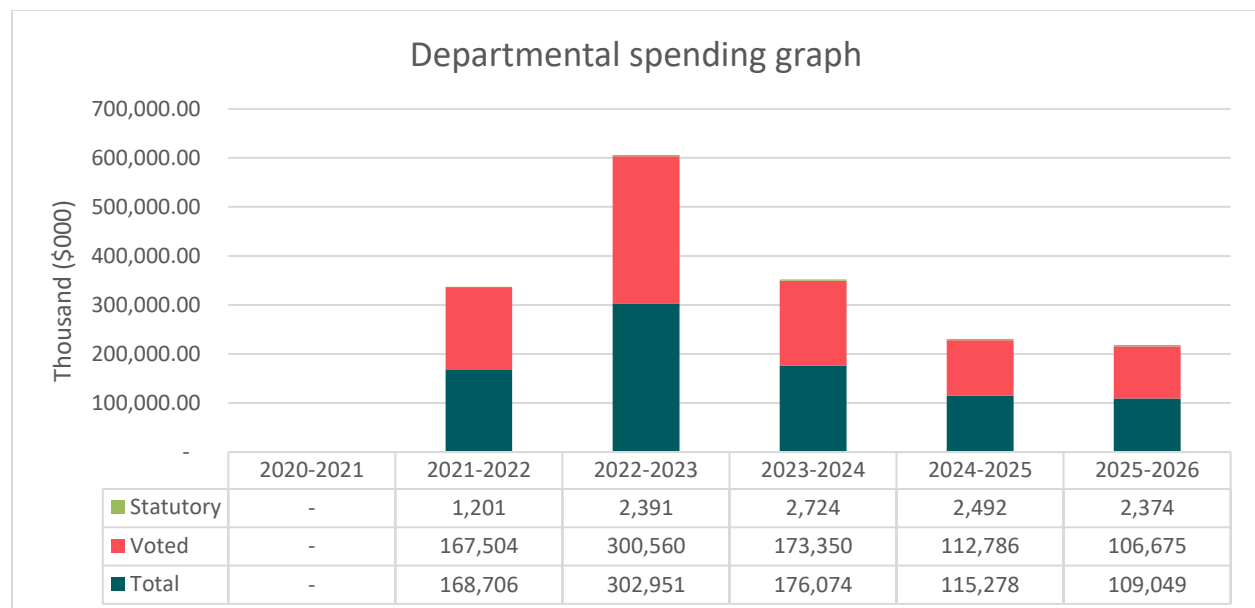
## Planned spending and human resources

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 2023–24 with actual spending for the current year and the previous year.

### Planned spending

#### Departmental spending 2020–21 to 2025–26

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



The decrease in voted and statutory spending from 2022-23 to 2023-24 is primarily due to the sunset of time-limited projects and programs, including the Haisla Bridge, the Women Entrepreneurship Strategy, the Regional Air Transport Initiative, and the Major Festivals and Events Initiative, and the ramping down of remaining Budget 2021 programs, including the Canada Community Revitalization Fund, the Tourism Relief Fund, and the Jobs and Growth Fund.

## 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 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending <sup>2</sup>	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Economic Development in British Columbia	Not Available <sup>1</sup>	164,985,169	295,297,612	167,145,217	167,145,217	106,339,440	101,826,827
Internal services	Not Available <sup>1</sup>	3,720,617	7,653,562	8,928,973	8,928,973	8,938,102	7,221,951
<b>Total</b>	<b>Not Available<sup>1</sup></b>	<b>168,705,786</b>	<b>302,951,174</b>	<b>176,074,190</b>	<b>176,074,190</b>	<b>115,277,542</b>	<b>109,048,778</b>

<sup>1</sup> Information not available prior to the establishment of PacifiCan in 2021.

<sup>2</sup> Based on November 30, 2022 financial update.

PacifiCan estimates budgetary expenditures of \$176.1 million in 2023-24. This represents a net decrease of \$78.9 million from the 2022-23 Main Estimates. Factors contributing to the decrease in contributions and other transfer payments of \$83.0 million, and the increase in operating costs of \$4.1 million are as follows:

- (\$39.3) million net decrease in funding for the Tourism Relief Fund announced in Budget 2021;
- (\$24.2) million net decrease in funding for the Canada Community Revitalization Fund announced in Budget 2021;
- (\$15.0) million decrease in funding for the Haisla Bridge project;
- (\$5.3) million net decrease in funding for the Jobs and Growth Fund announced in Budget 2021;
- (\$5.0) million decrease in funding for the Major Festivals and Events announced in Budget 2021;
- (\$1.6) million decrease in funding for the Women's Entrepreneurship Strategy announced in Budget 2018;
- \$6.3 million increase in funding for the Lytton Home and Business Rebuild Programs;
- \$4.7 million increase in operating funding from 2021-22 core operating reprofile to support accommodation of the new agency;
- \$0.4 million increase in funding for the Regional Relief and Recovery Fund; and

- \$0.1 million increase in funding for the Aerospace Regional Recovery Initiative announced in Budget 2021.

## 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 2023–24 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents <sup>2</sup>	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Economic Development in British Columbia	Not Available <sup>1</sup>	69	125	139	124	124
Internal services	Not Available <sup>1</sup>	8	41	33	33	33
<b>Total</b>	<b>Not Available<sup>1</sup></b>	<b>77</b>	<b>166</b>	<b>172</b>	<b>157</b>	<b>157</b>

<sup>1</sup> Information not available prior to the establishment of PacifiCan in 2021.

<sup>2</sup> Based on November 30, 2022 financial update.

The increase in FTEs from 2022–23 to 2023–24 was attributed to staffing for the establishment of the agency and new service locations. The base human resource levels are expected to stabilize in 2024–25, as the agency is fully established and time-limited programs conclude.

## Estimates by vote

Information on PacifiCan's organizational appropriations is available in the [2023–24 Main Estimates](#).<sup>xxvi</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PacifiCan's operations for 2022–23 to 2023–24.

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 PacifiCan's [website](#).<sup>xxvii</sup>

Future-oriented condensed statement of operations for the year ending  
March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	250,991,189	148,051,127	(102,940,062)
Total revenues	85	57	(28)
Net cost of operations before government funding and transfers	250,991,104	148,051,070	(102,940,090)

PacifiCan has planned total expenses of \$148.1 million in 2023-24, compared to the forecasted \$251.0 million by year-end in 2022-23. The \$102.9 million difference in total expenses is primarily due to the time-limited programs providing targeted aid to support pandemic relief and recovery that was announced in Budget 2021, the majority of which will be ending in 2022-23. The majority of projects under the Canada Community Revitalization Fund, the Tourism Relief Fund, the Aerospace Regional Recovery Initiative, and the Major Festivals and Events Support Initiative are scheduled to end in 2022-2023. The LNG Haisla Bridge project is also scheduled to end in 2022-23, leading to the reduced planned expenses for the next fiscal year.



## Corporate information

### Organizational profile

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

**Institutional head:** Dylan Jones

**Ministerial portfolio:** International Development and Pacific Economic Development Agency of Canada

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

**Year of incorporation / commencement:** 2021

#### Other:

Offices – Vancouver, Victoria, Kelowna, Prince George, Surrey, Cranbrook, Fort St. John, Prince Rupert, and Campbell River, British Columbia  
Ottawa, Ontario

To be established:

Headquarters – Surrey, British Columbia

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

Information on PacifiCan's raison d'être, mandate and role is available on PacifiCan's [website](#).<sup>xxix</sup>

Information on PacifiCan's mandate letter commitments is available in the [Minister's mandate letter](#).<sup>xxx</sup>

### Operating context

Information on the operating context is available on PacifiCan's [website](#).<sup>xxxi</sup>

### Reporting framework

PacifiCan's approved departmental results framework and program inventory for 2023–24 are as follows.

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**Core Responsibility:**  
Economic development in British Columbia

**Internal  
Services**



	<b>Departmental result:</b>	Indicator: Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in British Columbia
	<b>Communities are economically diversified in British Columbia</b>	Indicator: Amount leveraged per dollar by PacifiCan in community projects
	<b>Departmental result:</b>	Indicator: Value of business expenditures in research and development by firm receiving PacifiCan program funding (\$)
	<b>Businesses invest in the development and commercialization of innovative technologies in British Columbia</b>	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
	<b>Departmental result:</b>	Indicator: Number of high-growth firms in British Columbia
	<b>Businesses are innovative and growing in British Columbia</b>	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
<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 PacifiCan's [program inventory](#)<sup>xxxii</sup> is available on [GC InfoBase](#).<sup>xxxiii</sup>

## Supplementary information tables

The following supplementary information tables are available on PacifiCan's [website](#):<sup>xxxiv</sup>

- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Horizontal initiatives
- ▶ Up-front multi-year funding
- ▶ United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

## 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](#).<sup>xxxv</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

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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.

### **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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

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

For the purpose of the 2023–24 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.

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**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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