

Pacific Economic Development Canada 2022–23 Departmental Results Report

The Honourable Harjit S. Sajjan, P.C., OMM, MSM, CD, M.P.
President of the King's Privy Council, Minister of
Emergency Preparedness, 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

The Honourable Harjit S. Sajjan

President of the King’s Privy Council for Canada and Minister of Emergency Preparedness and Minister responsible for the Pacific Economic Development Agency of Canada



It is my pleasure to present PacifiCan’s results report for 2022-23 — the agency’s first complete year of operations.

As Minister for PacifiCan, the highlight for me from the past year was opening seven new offices across BC – in Victoria, Campbell River, Prince George, Prince Rupert, Fort St. John, Kelowna and Cranbrook. British Columbians across the province now have a Government of Canada economic development partner living and providing service in their community.

The welcome PacifiCan received was incredible. 100 local community and business leaders endorsed our presence. We heard that each community values the relationships we are building together.

Already, I can see the great things we are doing together as British Columbians. We are partnering on projects that create jobs with good wages to help British Columbians meet the cost of living. We are making investments together to grow the low-carbon economy because we see the impacts of climate change across our province. And we are working hard to include everyone as we grow prosperity because we know that is how we will reach our full potential.

From the Pacific Ocean to the Rockies, and from the Okanagan Valley to the Alaska Highway, amazing things are happening in this province. The Government of Canada is here to work with those who share PacifiCan’s vision of enduring prosperity for everyone. Together, we are propelling BC forward.

I invite you to read on and learn more about the progress PacifiCan made in its first full year.

From the President

Dylan Jones

President, PacifiCan



The past year was a testament to the entrepreneurial strength and community spirit of British Columbians. Even amid a challenging global backdrop, from supply chain pressures to labour shortages and decades-high inflation, British Columbia’s economy continued to grow.

Just as BC’s businesses and communities grew over the last year, so too did PacifiCan. In 2022-23, we continued to build a skilled and diverse team. The PacifiCan team hit the ground running, delivering 291 new projects in communities across the province last year.

These results – and the others in this report – are a testament to the dedication of PacifiCan staff, our clients and our partners. Together, we are building an economy that works for everyone. We strengthened partnerships to create networks of support for entrepreneurs and innovators across the province. And we helped businesses succeed at home and abroad so they can continue creating good jobs that we can rely on, here in our communities.

This is only the beginning of our work together. Please read on.

Results at a glance

In 2022-23, PacifiCan completed its first full fiscal year as a stand-alone regional development agency, following its establishment in August 2021. The Agency’s vision is enduring prosperity for all British Columbians. In support of this vision, PacifiCan helped communities and businesses create more than 7,600 jobs, achieve \$590 million in revenue growth and helped 3,100 small and medium enterprises (SMEs).

Over the year, PacifiCan built on the legacy of Western Economic Diversification Canada (WD) by continuing to make strategic investments in British Columbia. PacifiCan carried out a wide range of program, policy, and advocacy activities, while simultaneously establishing itself as an organization tailored to meet the unique economic development needs of British Columbian businesses, not-for-profit organizations, and communities.

Core Programming

PacifiCan continued to deliver its core economic development programs in 2022-23. These programs are: Business Scale-up and Productivity (BSP), Regional Innovation Ecosystem (RIE), Community Economic Development and Diversification (CEDD), Economic Development Initiative (EDI) and Western Canada Business Services Network (WCBSN).¹ In 2022-23, BSP, RIE, and CEDD continued to deliver support for 120 economic development projects. Over their full lifecycles, these projects will account for just over \$300 million in PacifiCan investment in communities across British Columbia to advance economic growth and inclusion. Additionally, PacifiCan delivered \$12.7 million in funding to its network of 37 WCBSN partners. These mission-based organizations are high impact in communities, providing peer to peer support for SMEs to grow or start a business.

Budget 2021 Programs

In 2022-23, PacifiCan continued to deliver five streams of time-limited funding that supported recovery from the COVID-19 pandemic and positioned British Columbia’s economy for future growth. This funding, originally announced in Budget 2021, provided strategic investments to stimulate jobs and growth, as well as targeted investments in areas of British Columbia’s economy in need of recovery assistance: tourism, aerospace, major festivals, and community

¹ The WCBSN was a WD network that encompassed all four western provinces. With the separation of WD into PacifiCan and PrairiesCan, PacifiCan will establish a Pacific Business Services Network for its network partners in BC.

infrastructure. Through these programs, PacifiCan continued to support 364 projects in 2022-23. These projects will account for \$170.2 million of PacifiCan investment over their lifecycles.



Figure 1: Map of PacifiCan regions and offices

Serving British Columbians in Their Communities

In 2022-23, PacifiCan established itself as an active partner for British Columbians, with on-the-ground presence across the province. The Agency expanded its services outside of the Lower Mainland and opened new offices in Campbell River, Cranbrook, Fort St. John, Kelowna, Prince George, Prince Rupert, and Victoria. This improved the Agency’s ability to engage with clients and stakeholders in each region of the province to deepen existing partnerships and establish new ones. This also helped the Agency learn more about local issues and strengthened PacifiCan’s roles as convener, pathfinder, advisor, and investor.

Other

In June 2022, Minister Sajjan announced that PacifiCan would, along with other partners, play a role in helping Lytton, BC restart its economy after the devastating 2021 wildfire. PacifiCan will deliver the \$6 million Lytton Homeowner Resilient Rebuild program and the \$7.2 million Lytton Business Restart program.

PacifiCan also launched the six-year, \$14 million, Regional Quantum Initiative. This initiative supports businesses and organizations to commercialize their quantum solutions for domestic and global markets. The program is in early-stages and the Agency is undertaking additional analysis and engagement to ensure the program aligns with the needs of the sector in BC.

In 2022-23, the Agency also remained committed to providing flexibility to businesses that received assistance under the Regional Relief and Recovery Fund (RRRF) as they continue their recovery from the COVID-19 pandemic.

For more information on PacifiCan’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core responsibility

Economic Development in British Columbia

Description

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.

Results

Core Programming

PacifiCan advanced its core responsibility through its core economic development programming, comprising the following initiatives:

- [Regional Economic Growth through Innovation](#)ⁱ
 - [Business Scale-up and Productivity](#)ⁱⁱ
 - [Regional Innovation Ecosystems](#)ⁱⁱⁱ
- [Community Economic Development and Diversification](#)^{iv}
- [Economic Development Initiative](#)^v
- [Western Canada Business Service Network](#)^{vi}

In 2022-23, 27 projects were approved under these programs, totaling over \$60.2 million in PacifiCan funding. Overall, under these programs, PacifiCan clients reported creating over 5,800 jobs, more than \$476 million in revenue growth and over \$309 million in export sales growth in 2022-23. Sales growth is key to jobs being maintained over the long term. The return on investment will be demonstrated in years to come as these clients continue to grow and maintain these new jobs, long after PacifiCan funding has ended.

Budget 2021 Initiatives

PacifiCan continued to deliver programming announced in Budget 2021. In 2022-23, 263 projects, totaling over \$121 million in funding commitments, were approved through the following programs:

- [Jobs and Growth Fund](#)^{vii}
- [Canada Community Revitalization Fund](#)^{viii}
- [Tourism Relief Fund](#)^{ix}
- [Aerospace Regional Recovery Initiative](#)^x
- [Major Festivals and Events Support Initiative](#)^{xi}

Projects under these programs reported over 1,600 jobs created and over \$46 million in export sales growth. This provides an immediate picture of the success of these projects and demonstrates the potential for results beyond the lifespan of PacifiCan funding. These investments will continue to deliver benefits for British Columbians for years to come.

Gender-based analysis plus

PacifiCan accelerates inclusive growth by increasing the economic participation of underrepresented groups. This includes fostering opportunities for Indigenous peoples, women, youth, 2SLGBTQI+, persons with disabilities, newcomers to Canada, and members of official language minority communities.

PacifiCan’s programming supports organizations owned or led by underrepresented groups by providing funding, business services and training. The Agency collects demographic information on the ownership and/or leadership of the organizations it supports. This information is used to identify access issues, make evidence-based decisions, and monitor outcomes. In 2022-23, 199 projects were approved with businesses majority owned by members of underrepresented groups, representing a total funding commitment of \$117.4 million. This represents approximately 62.8% of the total funding approved, demonstrating the Agency’s commitment to growing an inclusive economy.

Since fall 2022, the Agency has been working to better understand opportunities for Indigenous economic development in BC. These efforts will inform PacifiCan’s approach to place-based economic inclusion, development, and diversification for Indigenous peoples.

Internally, PacifiCan is committed to creating a diverse, safe, respectful, healthy, and inclusive workplace that reflects Canada’s population. As outlined in its [Accessibility Plan](#)^{xii}, PacifiCan is building a diverse workforce. Many organizations struggle in creating a workforce that is reflective of the communities in which they operate. In 2022-23, women, Indigenous people and

members of racialized communities were included in PacifiCan’s workforce at levels comparable to those in the available workforce. PacifiCan is proud of this accomplishment; however, the Agency can do better to support persons with disabilities. PacifiCan will consult with internal and external stakeholders to inform recruitment, accessibility, and accommodation measures to remove barriers faced by persons with disabilities.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

PacifiCan contributed to the Government of Canada’s efforts to support the United Nations (UN) 2030 Agenda and the UN Sustainable Development Goals (SDGs) by promoting growth and diversification, sustainability, and inclusivity. This included investments in clean technology and clean resource projects (over \$35 million in disbursements in 2022-23), which supported sustainable, inclusive economic growth for British Columbians.

The Agency’s programs and services contributed to the following Sustainable Development Goals (SDGs):

- **SDG 8 (Decent Work and Economic Growth)** – Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- **SDG 9 (Industry, Innovation and Infrastructure)** – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

PacifiCan is currently developing its 2023-27 Departmental Sustainable Development Strategy, where the Agency will outline its sustainability commitments.

Key risks

In 2022-23, British Columbians continued to face challenges in their recovery from the COVID-19 pandemic. While some industries weathered the public health risks and associated changes in production and consumption patterns well, labour shortages and supply chain disruptions remained present. British Columbians also continued to face a changing climate, as heat waves, droughts and wildfires continued to threaten critical infrastructure, agriculture, and communities. These events hurt businesses, innovators, and communities, including PacifiCan’s clients. The additional pressures faced by some PacifiCan’s clients delayed their projects and results.

Rising prices and interest rates increased costs for British Columbian households. The affordability crisis is especially evident in BC, with the average household spending roughly 58% of their disposable income on shelter when they purchased a home in late 2021. This

number has increased from 45% in 2004^{xiii}. Affordability will likely remain a significant challenge to the economic prosperity of British Columbians across the province.

To mitigate these risks, PacifiCan:

- used its programs to help businesses and communities become more resilient and overcome the hardships caused by the pandemic and flood and wildfire events;
- invested in innovation that supports long-term growth and reliable, high-wage jobs that support the cost of living;
- enhanced its regional presence and relationships with local businesses, innovators, and communities to deepen the Agency’s understanding of local economic opportunities; and,
- provided flexibility to its clients in the form of project extensions and reprofiling of loans to increase the likelihood of a successful project.

In the sections that follow, PacifiCan’s results are organized by the three departmental results contained in its Departmental Results Framework: Businesses, Communities and Technologies.

Data contained in the 2022-23 actual results column are PacifiCan results, which cover PacifiCan activities in British Columbia. Data contained in the 2020-21 and 2021-22 actual results columns are from PacifiCan’s predecessor, WD, which covered Alberta, Saskatchewan, Manitoba and British Columbia. The 2022-23 target and results are for PacifiCan (BC region) only. As such the data are not comparable to previous years results.

Departmental Result: Businesses are innovative and growing in British Columbia

PacifiCan supports British Columbian businesses as they innovate, scale up and pursue long-term competitiveness and growth. PacifiCan programming is delivered in three ways: directly to businesses, through ecosystem organizations, and through community support.

To track this departmental result, PacifiCan tracks the following four performance indicators:

Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Value of exports of goods from British Columbia (\$)	\$60.0B	March 2023	\$179.7B	\$249.6B	\$64.7B ²
Revenue growth rate of firms supported by PacifiCan programs ³	11%	March 2023	20.3%	13.5%	24.5% ⁴
Value of exports of clean technologies from British Columbia (\$)	\$2.42B	March 2023	\$3.5B	\$3.5B	\$2.45B ⁵
Number of high-growth firms in British Columbia	2,358	March 2023	3,780	4,490	1,890 ⁶

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PacifiCan met or exceeded its target for three of its four indicators in 2022-23. PacifiCan missed its target for number of high growth firms in British Columbia because public health measures put in place to respond to the COVID-19 pandemic disproportionately impacted high-growth firms in sectors that relied on in-person activities. Economic uncertainty and disruptions to normal operations resulted in drops in productivity that have yet to return to pre-pandemic levels.

The Agency's investments targeting this departmental result generated over 4,900 new jobs, approximately \$404 million in revenue growth, and over \$267 million in export sales growth. Some of these results were achieved under the RIE program. The RIE program invests in inclusive regional ecosystems that support businesses across the innovation continuum and foster an entrepreneurial environment. Through this program, PacifiCan provided multi-year assistance to 40 RIE projects, accounting for a total investment of approximately \$94 million.

² The most recent data for this indicator are from 2022.

³ Actual results are based on a 3-year lag as this indicator partially relies on data collected by Statistics Canada which has a 3-year lag.

⁴ Actual results are based on the latest available data from Statistics Canada for the CF Performance Report, Round 12. Round 13 data were not available at the time of reporting.

⁵ The most recent data available for this indicator are from 2021.

⁶ The most recent data available for this indicator are from 2020.

PacifiCan also made RIE investments in not-for-profit organizations that provide support to businesses. These investments created over 1,000 jobs, assisted over 960 SMEs, and led to more than \$62 million in export sales growth, collectively contributing to BC’s economic prosperity.

Project Spotlight: RIE
Alacrity Foundation of BC (Alacrity)

With support through the RIE program, Alacrity supports the British Columbia clean tech sector to assess target market opportunities, increase export sales, accelerate foreign direct investment, and create good jobs. Alacrity used RIE funding towards consultation, training development, promotional materials, and supports to boost industry presence in target markets. Alacrity’s participation in the RIE program helped western BC’s clean tech sector grow by \$40 million in export sales and \$81 million in foreign direct investment. Alacrity assessed 140 BC clean tech companies on their market-readiness for scale-up, and supported the creation, maintenance, or expansion of 40 businesses—12 of which are majority-owned by women. Alacrity helped create 328 highly qualified personnel (HQP) jobs, 143 for women and 163 for youth, exceeding expectations.

Project Spotlight: RIE
Small Business BC

Small Business BC delivers the Export Navigator program to help SMEs in BC’s regions become export ready. For the period 2019-23, Export Navigator used RIE funding to support nine community-based Export Advisors in regions across BC, provide customized export preparation and planning assistance, and connect SMEs to export related resources and information. Support for women, Indigenous people and youth was a key focus of the program. Export Navigator assisted a total of 583 SMEs which reported export sales growth and revenue growth of \$14 million and \$32 million, respectively. These SMEs created 274 HQP jobs, 92 of which were for women, 67 for Indigenous people and 111 for youth. In total, export training was provided to over 2,000 individuals.

Departmental Result: Communities are economically diversified in British Columbia

PacifiCan helps communities in British Columbia access economic development opportunities and build resilience. The Agency works to increase the participation of underrepresented groups in the economy and ensure economic growth is inclusive.

To capture this departmental result, PacifiCan tracks the following two indicators:

Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in British Columbia ⁷	Women: 18.0% Indigenous: 1.4% Visible minorities: 21.8% Youth: 13.9% Persons with disabilities: 0.5%	March 2023	Women: 15.1% Indigenous: 2.2% Visible minorities: 15.1% Youth: 15.7% Persons with disabilities: 0.4%	Women: 15.4% Indigenous: 1.8% Visible minorities: 8.8% Youth: 14.8% Persons with disabilities: 0.9%	Women: 17.5% ⁸ Indigenous: 1.8% ⁹ Visible minorities: 11.4% ¹⁰ Youth: 12.2% ¹¹ Persons with disabilities: 1.2% ¹²
Amount leveraged per dollar by PacifiCan in community projects	1.2	March 2023	1.08	1.2	0.95

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PacifiCan did not meet its target in two indicators in 2022-23. Based on 2020 data, PacifiCan met its target for the percentage of SMEs majority-owned by Indigenous people and persons with disabilities in British Columbia. The Agency did not meet its target for the percentage of SMEs owned by women, youth, and visible minorities as it has not established the scale and partnerships necessary to impact the provincial rates. There is also evidence suggesting this may be because the COVID-19 pandemic disproportionately affected these groups, exacerbating their

⁷ Actual results are based on the latest available data from 2020 Statistics Canada Survey on Financing and Growth of SMEs. The survey is conducted every 3 years. Actual results data were not available for British Columbia only. The results are for British Columbia and Territories.

⁸ The most recent data available for this indicator are from 2020.

⁹ The most recent data available for this indicator are from 2020.

¹⁰ The most recent data available for this indicator are from 2020.

¹¹ The most recent data available for this indicator are from 2020.

¹² The most recent data available for this indicator are from 2020.

economic challenges. The second indicator, amount leveraged per dollar by PacifiCan in community projects, did not achieve its target due to the recent economic climate and lingering effects of COVID-19. Applicants' cashflow positions and their ability to take on capital development projects were negatively impacted.

PacifiCan's investments under this departmental result created over 1,800 jobs and generated over \$28 million in revenue growth in 2022-23.

Part of these results were delivered from projects under PacifiCan's CEDD stream investments. CEDD supports economic development initiatives and contributes to the growth and diversification of British Columbian communities through investments in local not-for-profit organizations. In 2022-23, PacifiCan continued its commitment to provide over \$97 million in multi-year assistance to 18 projects under the CEDD stream. Overall, CEDD projects reported assisting more than 820 SMEs and over 1,570 businesses were created, expanded, or maintained as a result of PacifiCan investments.

Project Spotlight: CEDD
First Nations' Forestry Society

In March 2021, WD (PacifiCan's predecessor) invested \$959,000 to increase the participation of Indigenous Peoples in the provincial forestry sector through the Indigenous Forestry Skills Development and Job Recruitment Program. Recognizing and responding to a gap in training and recruitment services currently available to Indigenous Peoples, this project supported the launch of the Indigenous Forestry Virtual Platform for sharing information through online advisory services, training sessions, virtual job forums and regional focus groups. The virtual platform will have recruitment and promotional tools to connect Indigenous participants and industry partners with current and future workforce supply and demand opportunities. This project has increased the participation of Indigenous Peoples in the provincial forest sector through sustainable career, employment and training opportunities in collaboration with Indigenous organizations, industry and government. So far, the project has recruited over 240 participants, including 180 Indigenous members and connected 105 Indigenous student summer jobs alongside forest sector mentors.

Project Spotlight: CEDD
Rural and Northern Immigration Pilot (RNIP)

The Community Futures Development Corporation (CF) of the North Okanagan in partnership with CF Shuswap and CF Central Kootenay deliver the Rural and Northern Immigration Pilot (RNIP) in the North Okanagan, West Kootenay and Shuswap regions in BC. CF North Okanagan and partners are using CEDD funding to implement this place-based, community driven initiative that supports rural economic development by matching new skilled immigrants with permanent full time job vacancies and helps newcomers access settlement services and mentoring opportunities in their new communities. The initiative has already helped hundreds of local businesses meet their workforce needs, while supporting newcomers as they establish roots in the region. To date, the program has helped to create 266 HQP jobs – 126 of which were for women and 153 for youth and 147 non-HQP jobs – 46 of which were for women and 87 for youth, helped to create, maintain or expand 284 businesses and, provide business services to 836 clients exceeding expectations ahead of the project’s 2024 end date.

PacifiCan also delivers funding through the WCBSN. In British Columbia, the WCBSN is a network of 37 business development initiatives and organizations—including the Women’s Enterprise Initiative (WEI), Small Business Services (SBS), Indigenous Business Development Services (IBDS), Entrepreneurs with Disabilities Program (EDP), Community Futures (CF), Small Business Services (SBS), and the Francophone Economic Development Organization (FEDO) - that receive PacifiCan funds to help British Columbians start, grow and expand their businesses.

In 2022-23, the WCBSN assisted more than 3,770 businesses in starting or expanding their operations, offered more than 300 business training sessions that had over 11,500 participants, and provided more than 45,800 business advisory and information services for their clients. The WCBSN offered targeted business supports to rural entrepreneurs, Indigenous people, women, youth, persons with disabilities, and members of Official Languages Minority Communities to recover from the pandemic and take advantage of new, emerging opportunities.

The CFs provided 486 loans valued at \$33.3 million to rural SMEs,¹³ while the WEI provided 17 loans valued at over \$1.2 million to women-owned SMEs. These loans created or maintained a combined total of over 1,840 jobs across British Columbia.

¹³ These are partial results, reported for 33 of the 34 CFs in BC.

According to an analysis of data from Statistics Canada and CF loan clients, CF clients demonstrated better results than companies of similar size and location. In particular:

- From 2014 to 2019, CF-assisted firms collectively increased their number of employees by 8.9 percent compounded annually compared to 1.1 percent in non-assisted firms.
- From 2014 to 2019, CF-assisted firms exhibited 12.6 percent compounded annual sales growth rate compared to 4.6 percent for non-assisted firms. In addition, CF loan clients were able to withstand initial economic shocks better than firms without CF assistance. Sales growth of CF-assisted firms also tended to outperform sales growth of comparable firms during periods of economic slowdown.
- CF-assisted firms exhibited significantly stronger longevity at 63 percent for a five-year survival rate compared to non-CF-assisted firms at 47 percent.

There is a selection bias issue where CFs may be providing support to higher achieving businesses in their communities. These businesses state, however, that the CFs are significantly improving their operations by providing peer-to-peer supports.

Project Spotlight: WCBSN
Community Futures British Columbia (CFBC) and the Disaster Recovery and Economic Adjustment Initiative (DREAI)

CFBC is a network of community driven, non-profit business loan and development organizations mandated to support small business development and economic diversification in British Columbia. The network includes 34 CF offices across rural British Columbia, which are able to provide services tailored to the communities they serve. CFBC, in partnership with 17 CF offices in the Fraser Valley, the Interior and northern British Columbia, is using PacifiCan funding to deliver the DREAI. This initiative provides coaching, training, and mentoring to small businesses in communities recently impacted by wildfires, floods and industry closures, to equip them with new strategies and skills. Launched in October 2022, the initiative has supported 332 small businesses, helped maintain 674 jobs, trained 612 participants, and funded 287 specialized training sessions in ahead of the project's 2025 end date. DREAI resources are available through CFBC's Taking Care of Business website.

In 2022-23, the FEDO in British Columbia completed delivery of a three-year (2020-2023) EDI pilot project. The FEDO provided \$364,500 in funding to 11 community projects in BC. These projects supported Francophone immigrant entrepreneurs, enhanced tourism infrastructure, established innovation spaces for entrepreneurs and promoted the green economy through youth engagement and tourism.

**Project Spotlight: WCBSN
WeBC**

With support from PacifiCan through WeBC (formerly Women’s Enterprise Centre), Aki Kaltenbach, entrepreneur and founder of Save Da Sea Food Inc. (SDSF) in Esquimalt, received a \$150,000 loan to fund her expansion plans and other supports to grow her business. SDSF is a plant-based fresh seafood company. Aki worked with a WeBC Business Advisor to review her cash flow forecast, participated in the Trade Accelerator Program through a WeBC partner, and, via WeBC, accessed an additional \$50k through the Women's Enterprise Organizations of Canada (WEOC) National Loan Program to replenish her working capital. Aki has an extensive group of advisors and investment partners, is leveraging all opportunities in the ecosystem and is on track to get SDSF products on store shelves across North America.

Since August 2021, PacifiCan has also invested \$1.8 million in the Black Business Association of BC (BBABC), under the Black Entrepreneurship Program’s National Ecosystem Fund, to provide Black business owners with enhanced business support services.

In 2022-23, the BBABC provided services that led to the creation or expansion of 229 businesses and provided business services to 540 businesses. Black business owners received support to strengthen their business skills, develop new business networks, and enhance their ability to access investment capital. In 2022-23, the BBABC also hosted the Afro World Expo, Western Canada's largest live tradeshow showcasing Black-owned businesses; partnered with Vancity to launch a microloans program; and launched the UEL Marketplace, a retail social enterprise in Granville Island that showcases and sells products from Canadian Black-owned businesses.

Departmental Result: Businesses invest in the development and commercialization of innovative technologies in British Columbia

PacifiCan supports firms at many levels of maturity to commercialize new technologies, scale up operations, and improve productivity. Most of PacifiCan’s support in this area involves directly supporting businesses as they accelerate growth through productivity improvements, business scale up and technology commercialization.

To capture this department result, PacifiCan tracks the following three indicators:

Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Value of business expenditures in research and development by firms receiving PacifiCan program funding (\$)	\$6M	March 2023	\$50.5M	\$77.9M	\$28.6M
Percentage of professional jobs (including science and technology) in British Columbia	35.0%	March 2023	35.0%	35.3%	34.4% ¹⁴
Percentage of companies engaged in collaborations with higher education institutions in British Columbia ¹⁵	10.2%	March 2023	10.2%	10.2%	10.2% ¹⁶

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PacifiCan met or exceeded two of its three indicators under this departmental result in 2022-23. PacifiCan did not meet its target for percentage of professional jobs (including science and technology) in British Columbia. This is a result of most job growth in the province being concentrated in sectors with fewer professional occupations. Although the number of professional jobs in British Columbia increased overall (up 1% from 2021), it did not match the job growth for non-professional jobs (up 3% from 2021).

In 2022-23, the Agency invested to commercialize technology. The 86 projects supported under this departmental result reported over 820 jobs created and more than \$90 million in export sales growth. The impact of these PacifiCan investments will continue to be felt on the BC economy in years to come.

PacifiCan primarily used two programs to support commercialization of technologies in British Columbia: the BSP Program and the Western Innovation Initiative (WINN).

¹⁴ The most recent data available for this indicator are from 2022.

¹⁵ Actual results are based on the latest available data from the 2019 Statistics Canada Survey of Innovation and Business Strategy. Actual results data were not available for British Columbia only. The results were for all western and northern Canada.

¹⁶ The most recent data available for this indicator are from 2019.

The BSP Program helps companies scale up, improve productivity, and commercialize technologies. PacifiCan made strategic investments in growing companies through its BSP program, in both established and emerging sectors that are creating value and growing quickly. The Program’s goals are to accelerate business growth, assist businesses in scaling up, and enhance business productivity and competitiveness in both domestic and global markets. In 2022-23, 58 BSP projects reported over \$290 million in revenue growth and over 450 jobs created. Support for scale-up enables businesses to reach new markets and increase sales growth, leading to lasting benefits for British Columbians.

Project Spotlight: BSP Saltworks Technologies

Saltworks’ advanced technologies help to reuse water, keep our environment safe from pollutants in industrial wastewater, and produce lithium for use in batteries. This benefits businesses, communities, and the environment by providing cleaner, safer water, and accelerating the transition to electric vehicles. Saltworks’ technologies treat the most challenging wastewaters with low total costs and environmental footprints by focusing on recycling, reusing, removing specific contaminants, and concentrating brine for minimal and zero liquid discharge. Its technologies are also effective in upgrading low-grade lithium sources to produce battery-grade lithium chemicals. PacifiCan funding of \$2.5 million helped Saltworks commercialize multiple new product lines and create 56 high-quality jobs.

The WINN initiative was a five-year (2013-2018) federal initiative that offered repayable contributions for SMEs with operations in western Canada to help move their technologies from the later stages of research and development to the marketplace. Although the initiative is no longer accepting applications, many projects were multi-year in nature and continue to demonstrate results beyond PacifiCan funding. PacifiCan continued to monitor and collect results from 44 WINN projects in British Columbia in 2022-23.

Budget 2021 Initiatives

The following time limited programming, announced in Budget 2021, contributed results towards PacifiCan’s core responsibility of Economic Development in British Columbia.

Jobs and Growth Fund (JGF)

JGF was launched in July 2021 as part of the Government of Canada’s Budget 2021 recovery initiatives. JGF provides funding to businesses and organizations to help create jobs and position local economies for long-term growth. Through JGF, the Government of Canada allocated \$54.7 million to PacifiCan in 2022-23 to help businesses and organizations prepare for growth by transitioning to a green economy and fostering an inclusive recovery, resulting in enhanced competitiveness and job creation. In 2022-23, 15 businesses and organizations receiving PacifiCan funding under JGF reported results, which included over 170 jobs created and over

\$33 million in export sales growth. These long-term investments are expected to create more jobs and export sales growth in the coming years.

**Project Spotlight: JGF
Oxygen8 Solutions Inc.**

PacifiCan provided \$1.59 million in JGF funding to Oxygen8 Solutions Inc. (Oxygen8), an innovative heating, ventilation, and air conditioning (HVAC) manufacturer headquartered in Burnaby, BC. The funding is helping Oxygen8 increase its manufacturing capacity, purchase new equipment, and hire new staff. This investment supports PacifiCan’s clean technology priority and has already created 28 new HQP jobs at a new manufacturing facility in Vancouver. This project is expected to continue to deliver significant results in terms of revenue growth and jobs created in the future.

Canada Community Revitalization Fund (CCRF)

CCRF supports not-for-profit organizations, municipalities, other public institutions, and Indigenous communities on the road to economic recovery from the COVID-19 pandemic. Projects assist with community vitality, support social and economic cohesion, and bring people back to public spaces safely following COVID-19 public health measures. The CCRF also acts as an economic driver, creating jobs and stimulating local economies. PacifiCan received an allocation of \$42.5 million in 2022-23 to deliver this program. As of March 31, 2023, PacifiCan had supported 90 communities in British Columbia, created over 350 jobs, maintained over 140 jobs, and helped to create and/or renovate 61 community spaces. PacifiCan is committed to helping communities build resiliency. More results from these projects are expected in 2023-24.

Tourism Relief Fund (TRF)

Tourism is a major part of the BC economy and PacifiCan has played an important role to ensure a healthy tourism sector. This included delivering the TRF, a program designed to support tourism businesses and organizations to adapt their operations to meet public health requirements while investing in products and services to facilitate their future growth.

PacifiCan was allocated \$79 million to deliver this initiative over two years. In 2022-23, \$51.6 million in funding for 175 projects was approved under the TRF. Through these projects, approximately \$18 million was invested in rural communities, and more than \$6.5 million supported 34 Indigenous projects across the province.



Figure 2: 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.

Project Spotlight: TRF
 Association of Science and Technology Centers Science World Society (Science World)

PacifiCan provided \$10 million in TRF funding to Science World to support infrastructure and gallery upgrades to increase visitors and position this iconic tourism asset for post pandemic economic recovery. Over the last three decades, Science World has grown to become one of the largest destination attractions in BC. PacifiCan support helped with improvements to the flooring, signage, dome waterproofing, electrical and mechanical upgrades, energy efficient lighting, elevator, wheelchair lift, washroom facilities and repairing the marine piles that make up the foundation, as well as other infrastructure improvements. Science World also expanded its exhibits through the launch of the Creative Technology Gallery, which showcases BC's strong creative technology sector. The anticipated benefits, to be reported on in March 2024, include the maintenance of 26 HQP jobs (10 jobs for women and 11 jobs for youth), creation of 127 jobs (106 HQP, 21 non-HQP), the generation of \$770,000 in new annual revenue from the Creative Technology Gallery and the attraction of 550,000 domestic and 175,000 international visitors.

Project Spotlight: TRF
 Secretariat of the Haida Nation

PacifiCan provided \$500,000 in TRF funding to the Secretariat of the Haida Nation to revitalize and enhance its key visitor accommodations and cultural tourism programming on Haida Gwaii. The Haida Nation is a key supplier of Indigenous tourism experiences through two key anchor locations, Haida House at Tllaal and Ocean House at Tlaga Gawtlaas, that attract thousands of visitors each year. The anticipated benefits include the maintenance of 11 jobs (five jobs for women and six jobs for Indigenous workers) and the creation of 13 non-HQP jobs (six jobs for women and seven jobs for Indigenous workers) jobs, as well as attracting 3,640 domestic and 400 international tourists.

Aerospace Regional Recovery Initiative (ARRI)

ARRI is helping the Canadian aerospace sector emerge from the pandemic with the capacity to compete on the global stage. The initiative has a total budget of \$32.1 million over three years (until March 31, 2024).

PacifiCan funded five projects led by businesses and organizations that support the sector. The investments made under ARRI created over 50 jobs in 2022-23.

Project Spotlight: ARRI British Columbia Institute of Technology (BCIT)
BCIT began receiving a PacifiCan multi-year contribution of over \$9.2 million in 2022 to help modernize workforce development in the aerospace sector. While British Columbia is a national leader in the aerospace maintenance, repair, and overhaul (MRO) sub-sector, it faces a labour shortage of qualified personnel. With the assistance provided by PacifiCan, BCIT has developed a hands-on training program designed to create a new generation of gas turbine MRO workers in the province. The program involves industry partnerships with companies like MTU Maintenance Canada, a leading aerospace MRO company based in Delta, BC. PacifiCan’s funding is expected to result in 160 high quality jobs being created and \$360 million in revenues earned in the aerospace industry by 2027.

Major Festivals and Events Support Initiative (MFESI)

MFESI supported major Canadian festivals and events hit hard by the economic impacts of COVID-19 to adapt and enhance their activities for the future. With a national budget of \$200 million over two years, the MFESI provided funding to major, recurring festivals and events with annual revenues exceeding \$10 million. Under this program, PacifiCan provided \$10 million to the Pacific National Exhibition (PNE).



Figure 3: On June 30, 2022, Minister Sajjan announced \$10M in funding for the PNE. With PacifiCan’s support, the PNE is expected to create and maintain over 100 jobs. Most employment opportunities will be directed toward underrepresented groups, including youth, women, new Canadians and Indigenous workers. With 50 percent of employees under the age of 21, the PNE remains one of the largest employers of youth in British Columbia, providing critical low-barrier job opportunities.

Project Spotlight: MFESI PNE Summer Fair

The PNE is a non-profit organization that operates from a 114-acre site at Hastings Park in Vancouver. Since 1910, the PNE has provided cultural, sporting and family events in Vancouver, attracting over 700,000 visitors annually to the Summer Fair before the pandemic. PacifiCan funding supported investments in new entertainment and IT infrastructure, lighting upgrades to reduce environmental impact, and other facility upgrades. These investments support the PNE's future growth and sustainability through modernized operations.

RRRF

Between 2020 and 2022, PacifiCan and WD, in partnership with CF and WEI organizations, delivered repayable funding through the RRRF to British Columbian businesses that were negatively impacted by the COVID-19 pandemic and were unable to access other federal support programs. In 2022-23, PacifiCan continued to provide support to these businesses by implementing a one-year (to December 31, 2023, from December 31, 2022) extension on the repayment deadline for clients to qualify for partial loan forgiveness. PacifiCan also continued to directly monitor the delivery of RRRF to almost 1,800 SMEs in BC. In January of 2023, 209 of these SMEs began repaying their PacifiCan contributions.

Results Achieved

The following table shows, for the core responsibility Economic Development in British Columbia, results achieved, performance indicators, targets for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Data contained in the 2022-23 actual results column are PacifiCan results, which cover PacifiCan activities in British Columbia. Data contained in the 2020-21 and 2021-22 actual results columns are from PacifiCan's predecessor, WD, which covered Alberta, Saskatchewan, Manitoba and British Columbia. The 2022-23 target and results are for PacifiCan (BC region) only. As such the data are not comparable to previous years results.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Businesses are innovative and growing in British Columbia	Value of exports of goods from British Columbia (\$)	\$60.0B	March 2023	\$179.7B	\$249.6B	\$64.7B ¹⁷
	Revenue growth rate of firms supported by PacifiCan programs ¹⁸	11%	March 2023	20.3%	13.5%	24.5% ¹⁹
	Value of exports of clean technologies from British Columbia (\$)	\$2.42B	March 2023	\$3.5B	\$3.5B	\$2.45B ²⁰

¹⁷ The most recent data for this indicator are from 2022.

¹⁸ Actual results are based on a 3-year lag as this indicator partially relies on data collected by Statistics Canada which has a 3-year lag.

¹⁹ Actual results are based on the latest available data from Statistics Canada for the CF Performance Report, Round 12. Round 13 data were not available at the time of reporting.

²⁰ The most recent data available for this indicator are from 2021.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
	Number of high-growth firms in British Columbia	2,358	March 2023	3,780	4,490	1,890 ²¹
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 ²²	Women: 18.0%	March 2023	Women: 15.1%	Women: 15.4%	Women: 17.5% ²³
		Indigenous: 1.4%		Indigenous: 2.2%	Indigenous: 1.8%	Indigenous: 1.8% ²⁴
		Visible minorities: 21.8%		Visible minorities: 15.1%	Visible minorities: 8.8%	Visible minorities: 11.4% ²⁵
		Youth: 13.9%		Youth: 15.7%	Youth: 14.8%	Youth: 12.2% ²⁶
		Persons with disabilities: 0.5%		Persons with disabilities: 0.4%	Persons with disabilities: 0.9%	Persons with disabilities: 1.2% ²⁷
	Amount leveraged per dollar by PacifiCan in community projects	1.2	March 2023	1.08	1.2	0.95

²¹ The most recent data available for this indicator are from 2020.

²² Actual results are based on the latest available data from 2020 Statistics Canada Survey on Financing and Growth of SMEs. The survey is conducted every 3 years. Actual results data were not available for British Columbia only. The results are for British Columbia and Territories.

²³ The most recent data available for this indicator are from 2020.

²⁴ The most recent data available for this indicator are from 2020.

²⁵ The most recent data available for this indicator are from 2020.

²⁶ The most recent data available for this indicator are from 2020.

²⁷ The most recent data available for this indicator are from 2020.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
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	\$50.5M	\$77.9M	\$28.6M
	Percentage of professional jobs (including science and technology) in British Columbia	35.0%	March 2023	35.0%	35.3%	34.4% ²⁸
	Percentage of companies engaged in collaborations with higher education institutions in British Columbia ²⁹	10.2%	March 2023	10.2%	10.2%	10.2% ³⁰

Note 1: Data contained in the 2022-23 actual results column are PacifiCan results, which cover PacifiCan activities in British Columbia. Data contained in the 2020-21 and 2021-22 actual results columns are from PacifiCan's predecessor, WD, which covered Alberta, Saskatchewan, Manitoba and British Columbia. The 2022-23 target and results are for PacifiCan (BC region) only. As such the data are not comparable to previous years' results.

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

²⁸ The most recent data available for this indicator are from 2022.

²⁹ Actual results are based on the latest available data from the 2019 Statistics Canada Survey of Innovation and Business Strategy. Actual results data were not available for British Columbia only. The results were for all western and northern Canada.

³⁰ The most recent data available for this indicator are from 2019.

Budgetary financial resources (dollars)

The following table shows, for Economic Development in British Columbia, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
247,221,224	247,221,224	352,291,858	214,814,825	(32,406,399)

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

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
138	123	(15)

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

Internal services

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 refer to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services

- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

Results

In 2022-23, PacifiCan launched seven new offices in communities across British Columbia (Cranbrook, Campbell River, Fort St. John, Kelowna, Prince George, Prince Rupert, and Victoria) and worked closely with Public Services and Procurement Canada to secure a new head office location in Surrey. PacifiCan was successful in growing its workforce through fair and transparent recruitment processes to build a highly qualified team that reflects Canadian society. It will continue its efforts to maintain a positive culture and a healthy, safe work environment.

PacifiCan continued to rely on a comprehensive shared services agreement with PrairiesCan to ensure the transition from the former WD was completed efficiently and with minimal impact on clients. As part of this shared services agreement, PrairiesCan continued to provide support in the areas of Material Management Services, Real Property Management Services, Financial Management Services, Human Resources Management Services, and Information Management and Information Technology Services. As a part of this support, the Information Management and Information Technology team continued to support the priorities, compliance, and integrity requirements of PacifiCan by providing the Agency with the following services: email, financial, documents and records management, correspondence tracking, and program intake. This support also included the introduction of a new Grants and Contributions system that allows the intake, assessment, approval and monitoring of ongoing client applications and projects. Ongoing enhancements to system functionality, processes and documents are being undertaken to improve user experience. PacifiCan's relationship with PrairiesCan allowed the Agency to continue effective operations during the transition from WD. At the same time, PacifiCan made significant progress in building and strengthening its own internal services capacity. For example, PacifiCan established its own official languages translation coordination and editorial capacity.

PacifiCan also worked to distinguish itself as a stand-alone agency by launching its new look on its website and other public-facing materials. The new look emphasizes the following colours in PacifiCan's branding: a deep Pacific turquoise color derived from the hues of the ocean and vast forestry throughout BC; a rich salmon color that nods to BC's natural resources; and highlights of platinum and white tones to represent innovation. This new look launched in June 2022 and was well received by the Agency's partners and stakeholders. Strong branding has helped make

PacifiCan recognizable and enabled the Agency to better tell the story of BC’s entrepreneurs, innovators, and communities.

Lessons Learned

PacifiCan took advantage of learning opportunities in its first full year as a stand-alone agency.

PacifiCan’s success in establishing a new agency while also delivering both core programming and a large volume of time-limited programming underscored the critical nature of having a skilled team, equipped with the right systems. Challenges in supply chains and unanticipated construction delays were a reminder to build a contingency and flexibility into plans.

Opening PacifiCan offices throughout the province required input, expertise, and collaboration from across the Agency. This cooperation resulted in successful office launches and built relationships that will facilitate future collaboration among branches and teams. It also underscored the importance of relationships. As PacifiCan has made its mark in BC, it has established relationships with partners and clients across the province. Strong relationships expanded PacifiCan’s reach, ensured it was possible to pivot quickly when necessary, and helped keep staff informed of regional and local realities.

In addition, PacifiCan’s communications efforts remained agile by maximizing existing tools, exploring new ones, and coordinating with other federal departments and agencies. This is increasingly crucial in the current shifting media landscape and digital environment.

Innovation

PacifiCan is an innovation agency. For example, PacifiCan’s communications team tried new techniques in expanding digital reach in 2022-23, such as by maximizing discoverability through YouTube, getting to know the Agency’s target audience, and collaborating with other RDAs. Communications staff piloted a new search engine optimization and short-form video strategy (YouTube Shorts) to expand PacifiCan’s reach on YouTube, resulting in a 195% increase in video views. With input from across the Agency, communications created audience personas (fictional representations of target audiences) to better understand how to reach the right people. Additionally, PacifiCan established learning sessions with communications teams at other RDAs to review communications highlights, lessons learned and best practices.

PacifiCan is dedicated to business process innovations that enable us to be a trusted economic development partner for BC businesses and communities. PacifiCan’s Client Service Excellence team is piloting improvements to existing business processes to create a better client experience for PacifiCan’s funding applicants. The team harnessed internal data to gain insights on where improvements could be made to communicate file status to applicants, and then developed

solutions within existing processes to make these improvements. The pilot strengthens existing processes with new internal service standards and real-time data dashboards to monitor and collect better insights on our performance, and links decision points to client communications. These improvements will support the agency to continue its focus on making timely decisions on funding applications and communicating those decisions to clients at the speed of business.

Contracts awarded to Indigenous businesses

PacifiCan is a Phase 1 department. In 2022-23, PrairiesCan was responsible for information technology hardware and software and furniture purchases on behalf of PacifiCan. As a result, there was no stand-alone PacifiCan target for contracts awarded to Indigenous businesses in 2022-23.

As shown in the following table, PacifiCan awarded 4.2% of the total value of its contracts to Indigenous businesses in 2022–23.

Contracting performance indicators	2022-23 Results
Total value of contracts* awarded to Indigenous businesses† (A)	\$ 78,400 (Pre-Tax)
Total value of contracts awarded to Indigenous and non-Indigenous businesses‡ (B)	\$ 1,865,906 (Pre-Tax)
Value of exceptions approved by deputy head (C)	\$ 0.00
Proportion of contracts awarded to Indigenous businesses [A / (B–C)×100]	4.20%

*Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards. May include subcontracts.

†For the purposes of the 5% target, Indigenous businesses include Elders, band and tribal councils; businesses registered in the [Indigenous Business Directory](#)^{xvii} for contracts under the [Procurement Strategy for Aboriginal Business](#)^{xviii} and businesses registered in a beneficiary business list for contracts with a final delivery in a modern treaty or self-government agreement area with economic measures as defined by Indigenous Services Canada.

‡Includes contract amendments.

PacifiCan remains committed to meeting the 5% target set for Phase 1 departments in future years. To achieve this, PacifiCan will develop its own procurement strategy and capacity.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
7,709,038	7,790,038	10,375,848	7,268,223	(521,815)

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

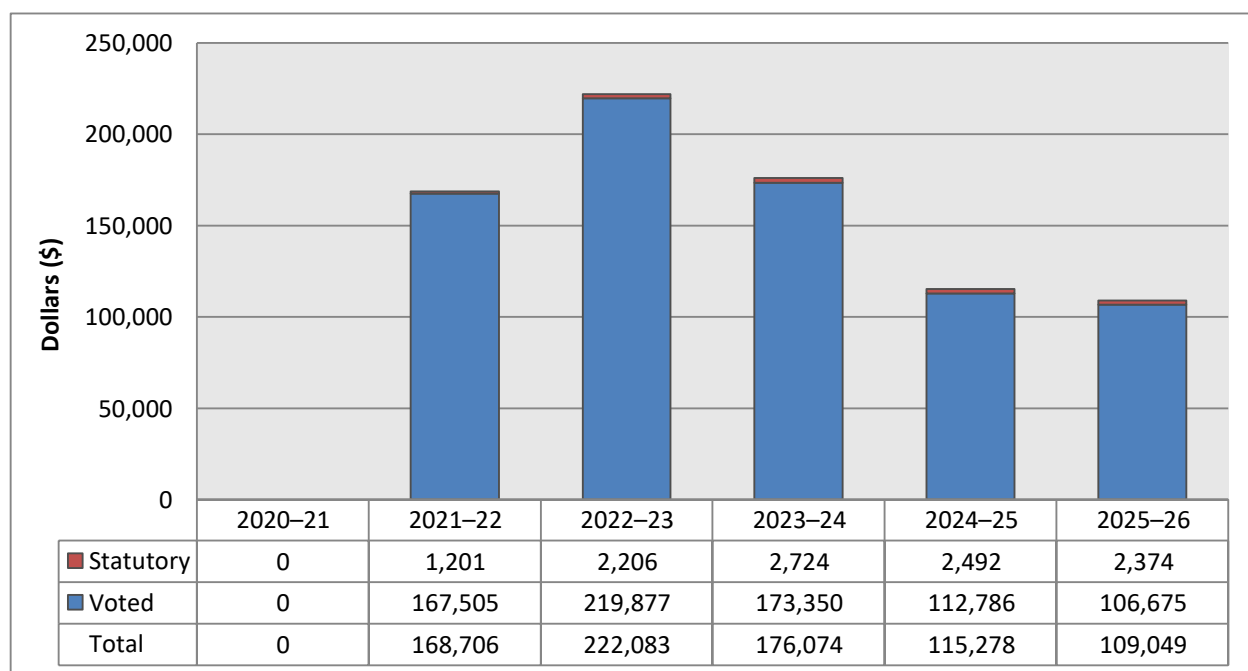
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
33	41	8

Spending and human resources

Spending

Spending 2020–21 to 2025–26

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



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

The overall increase in PacifiCan's voted spending from 2021-22 to 2022-23 was related to a non-core project — Haisla Bridge — and time-limited programs announced in Budget 2021. The time-limited programs provide targeted aid to support pandemic relief and recovery. These programs include the CCRF, TRF, JGF, ARRI, and MFESI.

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

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for PacifiCan’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Economic Development in British Columbia	247,221,224	247,221,224	167,145,217	106,339,440	352,291,858	Not Available ²	164,985,169	214,814,825 ¹
Subtotal	247,221,224	247,221,224	167,145,217	106,339,440	352,291,858	Not Available²	164,985,169	214,814,825
Internal services	7,790,038	7,790,038	8,928,973	8,938,102	10,375,848	Not Available ²	3,720,617	7,268,222 ¹
Total	255,011,262	255,011,262	176,074,190	115,277,542	362,667,706	Not Available²	168,705,786	222,083,047

Note 1: The difference in authorities available and actual spending is mainly related to Budget 2021 programs, RRRF, Haisla Bridge, and support for the recovery of the Village of Lytton. The majority of spending is on the core economic development programs, RRRF and Regional Air Transport Initiative (RATI).

Note 2: Information not available prior to the establishment of PacifiCan in 2021.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents allocated to each of PacifiCan’s core responsibilities and to internal services.

Human resources 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 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Economic Development in British Columbia	Not Available ¹	69	138	123	139	124
Subtotal	Not Available¹	69	138	123	139	124
Internal services	Not Available ¹	8	33	41	33	33
Total	Not Available¹	77	171	164	172	157

Note 1: Information not available prior to the establishment of PacifiCan in 2021.

Expenditures by vote

For information on PacifiCan’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).^{xix}

Government of Canada spending and activities

Information on the alignment of PacifiCan’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).^{xx}

Financial statements and financial statements highlights

Financial statements

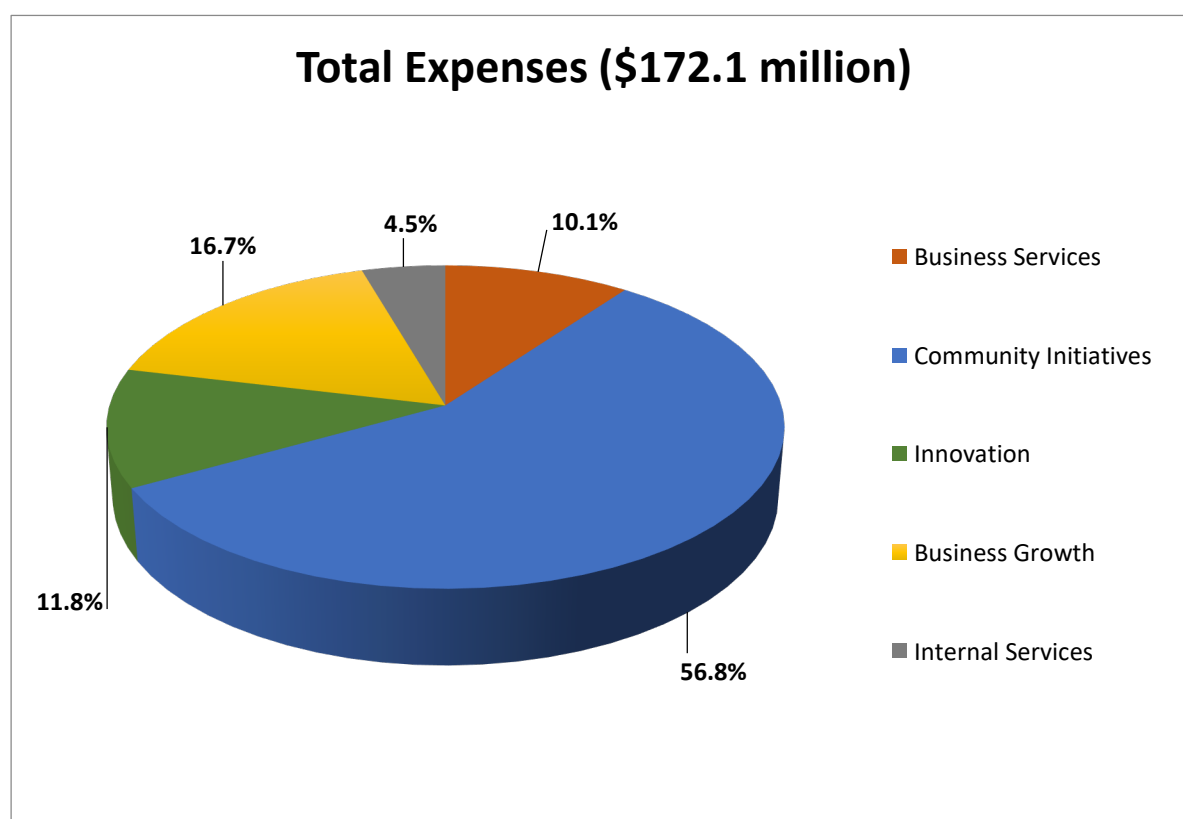
PacifiCan’s financial statements (unaudited) for the year ended March 31, 2023, are available on the department’s website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	232,145,282	172,062,761	104,170,620	(60,082,521)	67,892,141
Total revenues	55	-	-	(55)	-
Net cost of operations before government funding and transfers	232,145,227	172,062,761	104,170,620	(60,082,466)	67,892,141

The 2022–23 planned results information is provided in [PacifiCan’s Future-Oriented Statement of Operations and Notes 2022–23^{xxi}](#).

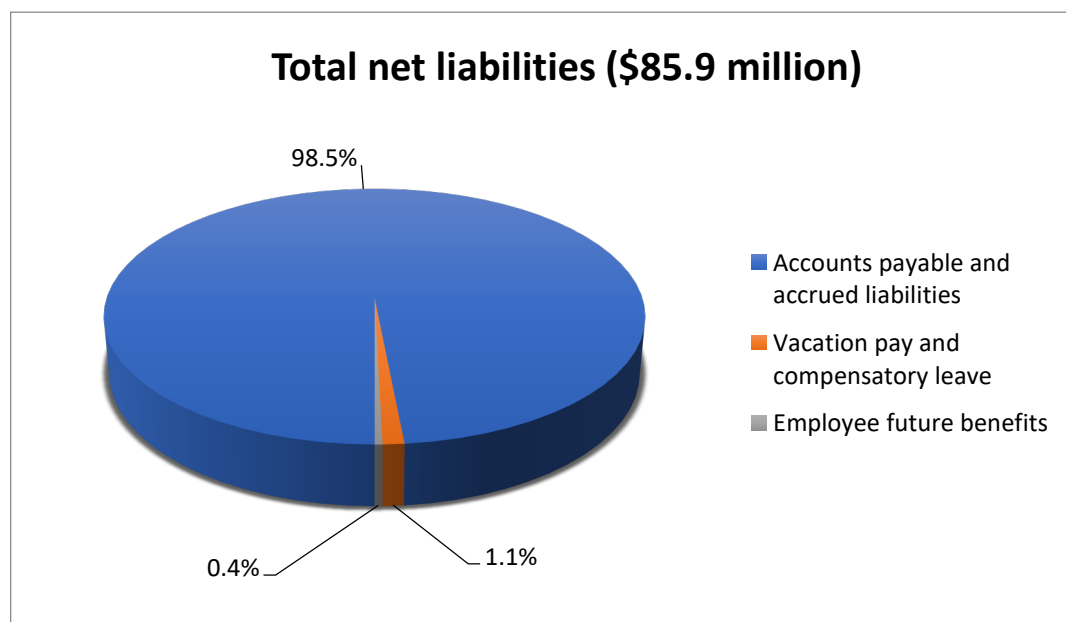


Total expenses were \$172.1 million in 2022-23, a net increase of \$67.9 million (65 percent) over 2021-22. This year-over-year net increase is attributed primarily to time-limited programs for the TRF (\$42.6 million), the CCRF (\$20.0 million), the MFESI (\$4.0 million), the ARRI (\$3.3 million), ongoing funding for the Western Diversification Program (\$11.6 million), CF (\$3.6 million), and operating and maintenance and adjustments (\$15.8 million); offset

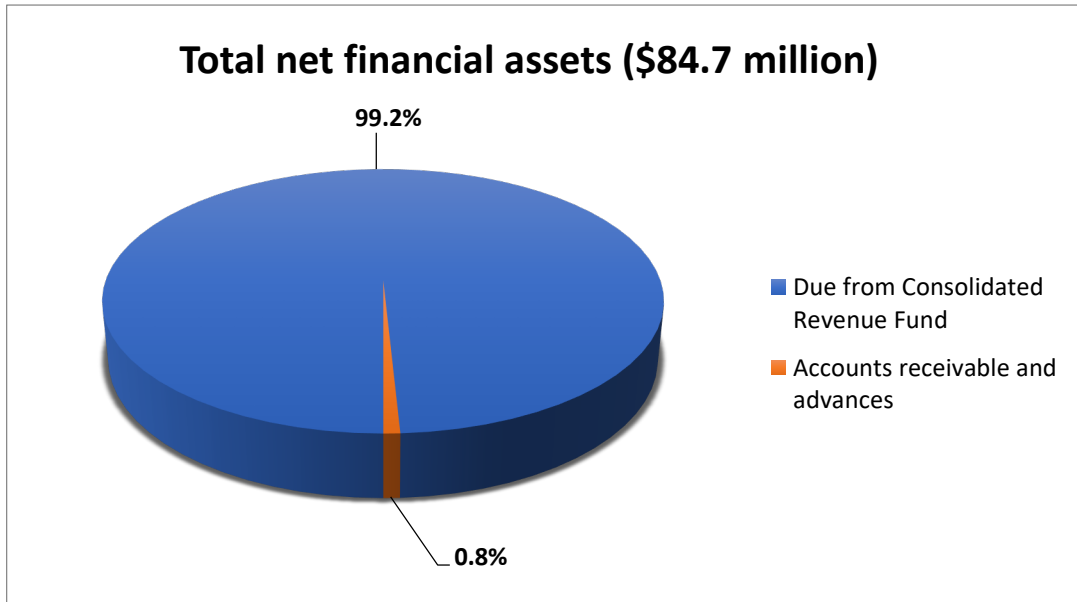
by reductions in transfer payment expenses under the Regional Transportation Ecosystem (\$17.9 million), RRRF (\$11.4 million), and the REGI (\$3.7 million).

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	85,891,992	77,162,653	8,729,339
Total net financial assets	84,690,207	76,235,532	8,454,675
Departmental net debt	1,201,785	927,121	274,664
Total non-financial assets	3,825	7,134	(3,309)
Departmental net financial position	(1,197,960)	(919,987)	(277,973)



Total net liabilities were \$85.9 million in 2022–23, a net increase of \$8.7 million (11 percent) over 2021-22. This year-over-year net increase is attributed to the establishment of accounts payable balances for the TRF, the CCRF, the RIE program, and the BSP program.



Total net financial assets were \$84.7 million in 2022-23, an increase of \$8.5 million (11 percent) over 2021-22. This year-over-year increase in these assets primarily consists of "Due from Consolidated Revenue Fund" (\$7.9 million) which is used to discharge PacifiCan's liabilities. Given PacifiCan's liabilities were higher than the previous fiscal year, the "Due from Consolidated Revenue Fund" also increased.

Corporate information

Organizational profile

Appropriate minister: The Honourable Harjit S. Sajjan

Institutional head: Dylan Jones

Ministerial portfolio: President of the King’s Privy Council for Canada, Emergency Preparedness, and Pacific Economic Development Agency of Canada

Enabling instrument: [Western Economic Diversification Act](#)^{xxii}, 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

“Raison d’être, mandate and role: who we are and what we do” is available on PacifiCan’s [website](#)^{xxiii}.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^{xxiv}.

Operating context

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

Reporting framework

PacifiCan’s departmental results framework and program inventory of record for 2022–23 are shown below.

Departmental Results Framework	Core Responsibility: Economic development in British Columbia		Internal Services	
	Departmental result: Businesses are innovative and growing in British Columbia	Indicator: Value of exports of goods from British Columbia (\$)		
		Indicator: Number of high-growth firms in British Columbia		
		Indicator: Value of exports of clean technologies from British Columbia (\$)		
		Indicator: Revenue growth rate of firms supported by PacifiCan programs		
	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 jobs (including science and technology) in British Columbia				
Indicator: Percentage of companies engaged in collaborations with higher education institutions in British Columbia				
Program Inventory	Program: Innovation			
	Program: Business Growth			
	Program: Business Services			
	Program: Community Initiatives			

Supporting information on the program inventory

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

Supplementary information tables

The following supplementary information tables are available on PacifiCan’s website:

- ▶ [Reporting on Green Procurement](#) ^{xxvii}
- ▶ [Details on transfer payment programs](#) ^{xxviii}
- ▶ [Gender-based analysis plus](#) ^{xxix}
- ▶ [Response to Parliamentary Committees](#) ^{xxx}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures^{xxx}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its 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.

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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (*analyse comparative entre les sexes plus [ACS Plus]*)

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

government-wide priorities (*priorités pangouvernementales*)

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

horizontal initiative (*initiative horizontale*)

An initiative where 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 to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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.

Indigenous business (*entreprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#)^{xxxiii}.

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 Regional Economic Growth through Innovation in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/regional-economic-growth-innovation.html>
- ⁱⁱ Business Scale-up and Productivity in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/regional-economic-growth-innovation.html>
- ⁱⁱⁱ Regional Innovation Ecosystems in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/regional-innovation-ecosystems.html>
- ^{iv} Community Economic Development and Diversification in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/community-economic-development-diversification.html>
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- ^{vi} Western Canada Business Service Network, <https://www.canada.ca/en/pacific-economic-development/corporate/contact/western-canada-business-service-network.html>
- ^{vii} Jobs and Growth Fund in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/jobs-growth-fund.html>
- ^{viii} Canada Community Revitalization Fund in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/canada-community-revitalization-fund.html>
- ^{ix} Tourism Relief Fund in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/tourism-relief-fund.html>
- ^x Aerospace Regional Recovery Initiative in British Columbia, <https://www.canada.ca/en/pacific-economic-development/services/funding/aerospace-regional-recovery.html>
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- ^{xii} Accessibility plan at Pacific Economic Development Canada, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-reports-other/accessibility/plan.html>
- ^{xiii} Canada's Housing Supply Shortage: Restoring affordability by 2030, <https://www.cmhc-schl.gc.ca/blog/2022/canadas-housing-supply-shortage-restoring-affordability-2030>
- ^{xiv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xvii} Indigenous Business Directory, <https://www.sac-isc.gc.ca/eng/1100100033057/1610797769658>
- ^{xviii} Procurement Strategy for Aboriginal Business, <https://www.sac-isc.gc.ca/eng/1354798736570/1610985991318>
- ^{xix} Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ^{xx} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xxi} Future-Oriented Statement of Operations (unaudited) for the Year Ending March 31 (in dollars), <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-plans/2023-2024-departmental-plan/2023-2024-future-oriented-statement-of-operations.html>
- ^{xxii} Western Economic Diversification Act, <https://laws-lois.justice.gc.ca/eng/acts/W-6.8/>
- ^{xxiii} Raison d'être, mandate and role: Who we are and what we do, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-plans/2023-2024-departmental-plan/2023-2024-raisondetre-mandate-role.html>
- ^{xxiv} Minister's mandate letter, <https://www.pm.gc.ca/en/mandate-letters>
- ^{xxv} Operating Context, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-plans/2023-2024-departmental-plan/2023-2024-operating-context.html>
- ^{xxvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xxvii} Reporting on Green Procurement, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-results-report/drr-2022-2023/reporting-green-procurement.html>

^{xxviii} Details on Transfer Payment Programs, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-results-report/drr-2022-2023/transfer-payment-programs.html>

^{xxix} Gender-based analysis Plus, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-results-report/drr-2022-2023/gender-based-analysis.html>

^{xxx} Response to Parliamentary Committees and External Audits, <https://www.canada.ca/en/pacific-economic-development/corporate/transparency/departmental-results-report/drr-2022-2023/response-committee-audits.html>

^{xxxi} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>

^{xxxii} November 23, 2021 Speech from the Throne, <https://www.canada.ca/en/privy-council/campaigns/speech-throne/2021/speech-from-the-throne.html>

^{xxxiii} Indigenous Business Directory, <https://www.sac-isc.gc.ca/eng/1100100033057/1610797769658>