

# Pacific Economic Development Canada

## 2024–25

### Departmental Plan



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The Honourable Harjit S. Sajjan, P.C., OMM, MSM,  
CD, M.P.

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



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## PacifiCan's 2024-25 Departmental plan at a glance

PacifiCan's departmental plan describes the agency's priorities, plans and associated resources for the upcoming three fiscal years. A departmental plan is prepared by the agency each year to be tabled in Parliament in the spring.

Information on PacifiCan's raison d'être and operating context is available on PacifiCan's website at the links below.

- [Vision, mission, raison d'être](#)
- [Operating context](#)

The Minister's mandate letter is available below:

- [Minister's mandate letter](#)

### Key priorities

Over the last few years, as British Columbian businesses and communities faced the challenges brought on by the COVID-19 pandemic, PacifiCan was here to help with a suite of programs and services. While we continue to serve those who benefited and who are now working hard to repay their loans, we have turned our attention to strengthening the foundations for *future growth*. PacifiCan will continue to support British Columbians. Our vision of *Enduring Prosperity for all British Columbians* will guide us as we focus on advancing four goals:

- Quality Jobs

With high costs of living in British Columbia, well paying and reliable jobs are more important than ever. They are a critical part of addressing affordability challenges. PacifiCan will help job creators and the organizations that support them to create the quality jobs that British Columbians need.

- 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 work with partners who share our ambition to grow competitive clusters.

- Globally Successful Businesses

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

- Inclusive Growth

Indigenous Peoples, women, youth, and other underrepresented groups have lower rates of employment and business ownership than other British Columbians. With our presence across

the province, we will grow our understanding of the diverse communities in British Columbia and the people and businesses within them. PacifiCan will help increase economic participation for all under-represented people across British Columbia.

In the year ahead, PacifiCan will continue to tailor our programs and services to advance economic opportunities in British Columbia. Our work with communities will be informed by our staff through their on-the-ground expertise, relationships, and insight to best serve British Columbians.

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

- As **investor**, we will strategically invest in projects and initiatives to grow quality jobs, increase the growth of industry clusters and exports, and remove barriers to inclusive economic participation.
- As **pathfinder**, we will help businesses and organizations navigate other federal government pathways to access additional programs and services.
- As **convenor**, we will foster collaboration and cultivate partners to improve economic opportunities in communities across the province.
- As **advisor**, we will advance British Columbians' economic interests within and across governments and bring British Columbians' economic interests to Ottawa.

In the year ahead, we will continue to focus on client service and excellence. We will invest in our team so that it is inclusive, skilled, and equipped. We will complete the build of PacifiCan as a new agency and open our headquarters in Surrey.

### *Refocusing Government Spending*

In Budget 2023, the Government of Canada committed to reducing spending by \$14.1 billion over five years, starting in 2023–24, and by \$4.1 billion annually after that.

While not officially part of this spending reduction exercise after 2023-24, PacifiCan will respect the spirit of this exercise by seeking further efficiencies in areas such as accommodations. The figures in this departmental plan reflect the reductions adopted in 2023-24.

## Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress.

## Economic Development in British Columbia

*Departmental results:*

- **Businesses:** Businesses are growing in British Columbia
- **Communities:** Communities are growing in British Columbia
- **Technologies:** Businesses are commercializing technology and adopting technology in British Columbia

*Planned spending:* \$111,806,519

Planned human resources: 122 Full-Time Equivalents (FTEs)

## **Core Responsibility:**

PacifiCan promotes growth and diversification in British Columbia's economy by enhancing innovation, improving business competitiveness, and promoting the adoption of clean technologies and inclusive growth.

With staff located throughout the province, we work to understand local economic conditions and support regionally tailored economic development. Our approach recognizes that economic realities differ across communities. Our strategic investments in projects and initiatives will create quality jobs in communities across British Columbia. Our programs will continue to support businesses to scale-up, strengthen regional industry clusters to help companies compete, mobilize British Columbia's diverse talent, and spark innovation.

To advance long-term economic growth and inclusion, PacifiCan will implement our core programs:

- [Regional Economic Growth through Innovation](#)
- [Community Economic Development and Diversification](#)
- [Economic Development Initiative](#)
- [Pacific Business Service Network](#)

In addition to delivering our core programming, we deliver temporary programs to support economic development across British Columbia, such as the national three-year Tourism Growth Program, the six-year Regional Quantum Initiative and our Rebuilding Lytton programs. We will also innovate in our program suite. The Business Accelerator Pilot, to help small- and medium-sized businesses scale-up, is one example of how we are testing new ways to better support businesses.

## **PacifiCan's Impact**

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

- [News Releases](#)
- [Client Stories](#)

More information about Economic Development in British Columbia can be found in the full [departmental plan](#).

# Pacific Economic Development Canada 2024-25 Departmental Plan

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## From the Minister



**The Honourable Harjit S. Sajjan, P.C., OMM, MSM, CD, M.P.**

President of the King's Privy Council for Canada Minister of Emergency

Preparedness and Minister responsible for Pacific Economic Development Agency of Canada

It is my pleasure to present PacifiCan's Departmental Plan for 2024-25.

British Columbians are known for our entrepreneurial spirit and work ethic. In 2023, when our province faced the most destructive wildfire season on record, businesses and communities came together across the province.

This strength will continue to serve us well in the year ahead. And PacifiCan will be here, working in partnership with those who share our ambition and our vision of enduring prosperity for all British Columbians – and celebrating each milestone along the way.

Part of the solution to our affordability challenge is creating stable jobs with good wages. As we complete the job of creating PacifiCan as a dedicated economic development agency for B.C., we are tailoring our programs and services to focus on what is most important to British Columbians: good jobs. For example, our new Business Accelerator Pilot is working with local partners to help high potential businesses scale-up faster and our delivery of the Tourism Growth Program in B.C. is focused on projects with lasting benefit to communities across our province.

The year ahead is an important one, as PacifiCan shifts from a nascent agency that is 'new to you' to an established partner that is 'here with you.' With eight offices across the province from Campbell River to Cranbrook to Fort St. John, PacifiCan's key strength is our people. With the opening of PacifiCan's new headquarters in Surrey in fall 2024, we will be an even more active partner for British Columbians in the coming years.

I invite you to read this plan to learn how PacifiCan will continue to work with British Columbians to build a prosperous and inclusive future.

## From the President



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

Every where I go these days, people are talking about talent. This has been an essential truth for PacifiCan since its launch in August 2021. Fully utilizing the skills of our people – at every level of our agency – has been why we have launched so quickly and effectively. It will also be why we will succeed as we wind down our focus on pandemic response and gear up longer-term efforts.

With staff located in every corner of the province, we are hearing first-hand that British Columbians want confidence that we are building good jobs that they can rely on and that support vibrant, inclusive communities. This focus on solid, enduring economic development is a guiding compass as we develop PacifiCan’s roles as investor, convenor, advisor and pathfinder.

We will be most transformative in partnership. PacifiCan is ready to bring our expertise to amplify the impact of leaders across B.C.

Read on to find out how we will be a committed partner in the journey ahead.



## Plans to deliver on core responsibility and internal services

Core responsibility and internal services:

- [Economic Development in British Columbia](#)
- [Internal services](#)

Economic Development in British Columbia

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#### *Description*

Pacific Economic Development Canada (PacifiCan) supports growth and diversification in British Columbia's economy by enhancing innovation; improving business competitiveness; promoting the adoption of technologies, including clean technologies; and supporting inclusive economic growth.

#### *Quality of life impacts*

As the federal regional development agency for British Columbians, PacifiCan's core responsibility is to work with our partners to support economic development across the province. Our vision is to create enduring prosperity for all British Columbians. PacifiCan's core responsibility aligns with two Prosperity Domain indicators within Canada's Quality of Life Framework:

Domain: Prosperity

Subdomain: Income and growth

Indicator: Productivity

Measure: Real gross domestic product (GDP) per hour worked.

Domain: Prosperity

Subdomain: Employment and job quality

Indicator: Employment

Measure: Percentage of the population that are employed, unemployed and/or participating in the workforce.

#### *Results and targets*

PacifiCan's previous departmental plans were built on a departmental results framework (DRF) inherited from the former Western Economic Diversification Canada. Our 2024-25 Departmental Plan is built on a new DRF for PacifiCan. This new framework will allow us to tell a better performance story because it includes performance indicators that are more directly attributable to our investments.

The following tables show, for each departmental result related to Economic Development in British Columbia, the indicators, the results from the three most recently reported fiscal years, the targets and target dates. Program inventory planned results are located on [GC InfoBase](#). As this is our first Departmental Plan using the revised DRF, past results are not available (N/A) for new indicators.

Please refer to the “summary of changes to the reporting framework since last year” section of this document for additional information on the changes to our DRF.

Table [1]: Indicators, results, and targets for departmental result

Businesses are growing in British Columbia

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	Target	Date to achieve
Number of jobs created (Businesses)	N/A	N/A	N/A	751	March 31, 2025
Number of highly qualified personnel jobs created (Businesses)	N/A	N/A	N/A	509	March 31, 2025
Value of exports (Businesses)	N/A	N/A	N/A	\$184.8M	March 31, 2025
Number of directly assisted PacifiCan recipients that are majority-led by under-represented groups	N/A	N/A	N/A	27	March 31, 2025
Revenue growth rate of firms supported by PacifiCan programs	20.3%	13.5%	24.5%	16%	March 31, 2025

**Note 1:** Underrepresented groups for the indicator “Number of directly assisted PacifiCan recipients that are majority-led by under-represented groups” include: 2SLGBTQQIA+, members of a Black community, women, Indigenous peoples, newcomers to Canada and immigrants, members of an OLMC, persons with disabilities, members of a racialized community, and youth.

Table [2]: Indicators, results, and targets for departmental result

Communities are growing in British Columbia

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	Target	Date to achieve
Number of jobs created (Communities)	N/A	N/A	N/A	15	March 31, 2025
Number of highly qualified personnel jobs created (Communities)	N/A	N/A	N/A	13	March 31, 2025

Number of contributing partners engaged in advancing community-based projects (e.g., providing financial or in-kind support)	N/A	N/A	N/A	109	March 31, 2025
Value of PacifiCan community economic development investments	N/A	N/A	N/A	\$7.5M	March 31, 2025
Amount leveraged per dollar invested by PacifiCan in community projects	1.08	1.2	0.95	1.0	March 31, 2025

Table [3]: Indicators, results, and targets for departmental result

Businesses are commercializing technology and adopting technology in British Columbia

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	Target	Date to achieve
Number of jobs created (Technologies)	N/A	N/A	N/A	306	March 31, 2025
Number of highly qualified personnel jobs created (Technologies)	N/A	N/A	N/A	182	March 31, 2025
Value of exports (Technologies)	N/A	N/A	N/A	\$147.5M	March 31, 2025
Number of technologies to market	N/A	N/A	N/A	32	March 31, 2025
Value of business sales growth resulting from technology commercialization or adoption	N/A	N/A	N/A	\$26.3M	March 31, 2025

The financial, human resources and performance information for PacifiCan’s program inventory is available on [GC InfoBase](#).

*Plans to achieve results*

The year ahead marks an important transition for PacifiCan. Since our inception in August 2021, we have delivered a suite of temporary pandemic response programs alongside our core offerings – all while building the Agency. In the year ahead, our work on pandemic programs will decrease and shift to

supporting project aftercare, with an emphasis on client repayment and program reporting. In 2024-25 we will focus on core programs and service offerings while also delivering a small set of temporary programs addressing the needs of British Columbians in Lytton and in the tourism and quantum computing sectors. In parallel, we will complete the work of establishing a stand-alone agency dedicated to British Columbians by building the remaining internal services we need.

PacifiCan will continue to tailor our programs and services to advance economic development opportunities for British Columbians. Our vision of *Enduring Prosperity for all British Columbians* will guide us. This vision is supported by our four goals and will inform how we work in communities across the province. We will strive to:

- help job creators, and the organizations that support them, create the quality and well-paying jobs British Columbians need;
- support local business clusters who partner and cooperate to create products and services, and in so doing they can reduce costs, identify deeper talent pools, increase innovation, and have greater productivity;
- support businesses to accelerate their growth and expand to new markets, and,
- help increase the economic participation of under-represented British Columbians.

We understand that a tailored approach that is informed by local values and assets is most effective to advance enduring economic development in the diverse communities across British Columbia. Through data and local insights, we will grow our understanding of the regional profile of British Columbia and the unique needs of individual communities. We will take full advantage of our footprint across the province. Our staff will continue to leverage their local presence, engagement, and partnerships to implement and tailor programs to support community economic development priorities.

The year ahead will also see PacifiCan open our headquarters, to be located at Gateway Station Tower in Surrey, making our home in the center of a growing regional economic hub. Our office in Surrey will help us better serve the Fraser Valley and Lower Mainland. Our expanded footprint means we will be more accessible to all British Columbians. The agency is looking forward to being a part of the Surrey community and building a strong headquarters to serve the entire province.

### **Core Programs**

PacifiCan will support businesses, not-for-profit organizations, and communities through our suite of core programs to advance long-term economic growth and inclusion. The agency has the following core programs:

#### [Regional Economic Growth through Innovation \(REGI\)](#)

The REGI initiative is a national program delivered by regional development agencies across Canada to fuel economic growth through innovation and create more well-paying jobs for Canadians. REGI has two program streams. The [Business Scale-up and Productivity](#) (BSP) stream promotes business growth through business scale-up, technology commercialization and adoption, productivity enhancements, and market expansion. The [Regional Innovation Ecosystems](#) (RIE) stream creates, grows, and nurtures inclusive regional ecosystems that support business needs throughout the innovation continuum.

## Planning Spotlight: Business Acceleration Pilot

In October 2023, PacifiCan launched the [Business Acceleration Pilot](#) (BizAP) as a unique program initiative under RIE targeted to the opportunities in British Columbia. Through this three-year pilot, PacifiCan will work with partners to make targeted investments and provide support services to help high-growth-potential businesses achieve their scale-up ambitions. Accelerating the growth of existing small- and medium-sized businesses will increase the number of medium- and large-sized businesses in British Columbia.

*Figure [1]: Lucent Bio*

On October 26, 2023, Minister Sajjan announced \$3.6M in BSP funding to help Lucent Bio increase its marketing capacity and optimize its manufacturing processes. This innovative British Columbia-based company is pioneering climate-friendly, sustainable agriculture solutions. With this funding, the company anticipates creating 27 new jobs and increasing annual revenue to \$30M by 2026.



*Figure [2]: Innovate BC's Integrated Marketplace*

On October 20, 2023, Minister Sajjan announced \$9.9 million in RIE funding to Innovate BC to help establish and grow the Integrated Marketplace initiative. The initiative helps local tech companies pilot green solutions in real-world business environments. This in turn helps companies export made-in-British Columbia products and services, helps large-scale organizations decarbonize, increases competitiveness, and improves health and safety. The Integrated Marketplace launched its initial testbed sites in 2022 at Vancouver International Airport, followed by a second and third site at the Port of Prince Rupert and Port of Vancouver in 2023.



### [Community Economic Development and Diversification \(CEDD\)](#)

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

### [Economic Development Initiative \(EDI\)](#)

The EDI supports economic development in Francophone communities.

### [Pacific Business Service Network \(PBSN\)](#)

The PBSN initiative supports a network of independent organizations and programs that provide business services to help British Columbians start, grow, and expand their businesses. The PBSN supports rural and urban entrepreneurs and includes specific supports for underrepresented groups with lower economic participation rates. It includes the following organizations and programs:

- [Community Futures](#)
- [Women's Enterprise Initiative \(WeBC\)](#)
- [Entrepreneurs with Disabilities Program](#)
- [Francophone Economic Development](#)
- [Indigenous Business Development Services](#)
- [Small Business British Columbia](#)

In February 2024, PacifiCan officially launched the PBSN. The PBSN is our business services network for British Columbia. It is the successor to the Western Canada Business Services Network in the province.

## **Temporary Programs**

### [Rebuilding Lytton](#)

In June 2021, devastating wildfires tore through the Village of Lytton, causing catastrophic damage to the community, including tragic loss of life. The Government of Canada announced \$13.2 million for PacifiCan to support the rebuilding of Lytton.

- The Lytton Homeowner Resilient Rebuild program was launched in May 2023 to support eligible homeowners who will rebuild to net-zero and fire-resistant standards.
- The Lytton Business Restart program will launch in early 2024 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 \(RQI\)](#)

The RQI is part of the Government of Canada's [National Quantum Strategy](#). PacifiCan launched the RQI in British Columbia in December 2022, with a budget of \$13.3M over six years. 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 initiative helps companies and not-for-profit organizations advance and commercialize quantum products and solutions for domestic and global markets. British Columbia is one of four quantum hubs in Canada and is an early pioneer in quantum computing globally. The province's active ecosystem and early advances position the region well to further develop new quantum technologies, products, and processes.

### [Tourism Growth Program \(TGP\)](#)

The TGP is a key component of the [Federal Tourism Growth Strategy](#) announced by the Government of Canada in Budget 2023. In November 2023, PacifiCan launched the TGP to support tourism growth in British Columbia. This three-year program will help companies and not-for-profit organizations make targeted investments in projects that position British Columbia as a destination of choice for domestic and international visitors, while creating lasting prosperity in communities across the province. Indigenous tourism is vital to the economic development and growth of Canada's tourism sector and approximately 15 percent of the funding is dedicated to Indigenous tourism initiatives.

### **Economic Relief and Recovery Programs**

After successfully delivering time-limited funding for economic relief and recovery from the pandemic, PacifiCan continues to work with program recipients who are in their repayment phase for the following programs:

- [Aerospace Regional Recovery Initiative \(ARRI\)](#)
- [Jobs and Growth Fund \(JGF\)](#)
- [Regional Air Transportation Initiative \(RATI\)](#)
- [Regional Relief and Recovery Fund \(RRRF\)](#)
- [Tourism Relief Fund \(TRF\)](#)

### *Key risks*

Supply chain disruptions, challenges of maintaining a global edge in competitive markets, high input costs and talent shortages continue to cause difficulties for some businesses, innovators, and communities in British Columbia. In addition, extended periods of drought and higher than average temperatures have resulted in wildfires, disrupting the economy and damaging communities and critical infrastructure. This has lasting economic impacts, particularly in rural communities.

PacifiCan will continue to be agile and responsive to our clients', partners', and communities' needs. Economic uncertainty can pose risks for PacifiCan's program recipients, as our partners may seek to delay, scale back, or cancel project activities to address financial or business challenges that arise. We will also be winding down our temporary economic relief and recovery programs while simultaneously reducing our workforce. A reduction in resources could impact our ability to successfully assist businesses to conclude their projects and fulfil their reporting and loan repayment obligations.

PacifiCan will mitigate these risks by analyzing business requirements and processes and pivot available resources to work with recipients to identify challenges early and propose solutions to help mitigate these risks.

### *Snapshot of planned resources in 2024–25*

- Planned spending: \$111,806,519
- Planned full-time resources: 122 FTEs

### *Related government priorities*

Gender-based analysis plus

PacifiCan accelerates inclusive growth in British Columbia by advancing the economic participation of underrepresented groups. This goes beyond gender to include Indigenous peoples, youth, 2SLGBTQI+

people, persons with disabilities, newcomers to Canada, and members of official language minority communities.

Our programming supports organizations owned or led by underrepresented groups by providing funding, business services, and training. As an agency we collect information on the identities of owners and leaders of the organizations that apply to PacifiCan programs. This data, in aggregate and with personal identifiers removed, will be used to inform program and policy development. This includes identifying and assessing program design and monitoring and reporting on outcomes. For some programs, we may request supplemental information on identity to assess whether proposals provide direct support to underrepresented groups.

PacifiCan continues to build capacity to integrate Gender-based Analysis Plus (GBA Plus) into all aspects of the agency's work. This includes promoting GBA Plus training and developing internal resources to help staff understand how identity factors, such as gender, age, race, ethnicity, mental or physical disability, and sexual orientation, influence people's experiences with, access to, and outcomes from programs and services.

We are also working to better understand the opportunities to contribute to and support Indigenous economic development in British Columbia. Specifically, work is underway to identify approaches and practices to better serve and increase the number of Indigenous clients that access and benefit from our programs and services. We are also building internal capacity and knowledge.

PacifiCan is committed to creating a safe, respectful, healthy workplace, and building an inclusive workforce that reflects Canada's population. As outlined in our [Accessibility Plan](#), we are building a diverse workforce where women, Indigenous people, and members of racialized communities are reflective of the general population. We are consulting with experts on recruitment, accessibility, and accommodation strategies to remove barriers faced by persons with disabilities. The agency will also put in place an Employee Resource Group to accelerate our progress on Equity, Diversity, and Inclusion. This group will be employee-led and will recognize, support, and celebrate cultural diversity and foster inclusion in the workplace.

*Figure [3]: The British Columbia Indigenous Clean Energy Initiative (BCICEI)*

The BCICEI supports the development of clean energy projects in First Nations communities throughout British Columbia, while ensuring ownership, revenue sharing, local employment and business development benefits are built into the process. The initiative helps communities increase self-sufficiency while reducing dependency on conventional diesel power generation. On June 1, 2023, PacifiCan and Indigenous Services Canada announced an additional \$3.9 million to help 14 more Indigenous communities develop new clean energy projects through BCICEI. Since 2016, Western Economic Diversification Canada, and subsequently PacifiCan, has supported the program through the Strategic Partnerships Initiative alongside the Province of British Columbia. Through this partnership, the BCICEI has delivered \$26 million in funding to 73 First Nations to administer nearly 100 clean energy projects. Based on this successful partnership, the Province announced an additional \$140 million for the initiative.





United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals  
PacifiCan supports the Government of Canada’s commitments to address the United Nations (UN) 2030 Agenda and the UN Sustainable Development Goals (SDGs). We contribute to four of the UN’s 17 SDGs by supporting British Columbia’s transition to a greener and more sustainable economy. We accomplish this through program investments in clean technology and clean resources projects, through green procurement, and through our support for Indigenous economic development.

Through our programming and operations, PacifiCan advances the following UN SDGs:

- SDG 8: Decent Work and Economic Growth
- SDG 10: Reducing Inequalities
- SDG 12: Responsible Consumption and Production
- SDG 13: Climate Action

More information on PacifiCan’s contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

#### *Program inventory*

Economic Development in British Columbia is supported by the following programs:

- Innovation
- Business Growth
- Business Services
- Community Initiatives

Supporting information on planned expenditures, human resources, and results related to PacifiCan’s program inventory is available on [GC Infobase](#).

#### *Summary of changes made to reporting framework since last year*

Starting in 2024-25, PacifiCan will implement a revised DRF that more accurately reflects the agency’s role in, and impact on, the British Columbian economy and communities. Indicators in the Departmental Results and Program Inventory use data collected from PacifiCan-assisted clients, our network partners (i.e., the PBSN), and Statistics Canada, as applicable. The following is a summary of changes to our DRF, which comes into effect April 1, 2024.

#### **Core Responsibility**

- No change

## Departmental Results

PacifiCan's DRF has been revised to focus our reporting on what is most important to British Columbians: what we do, how we do it and how our work impacts communities and British Columbia's economy.

Below is a summary of changes made to our departmental results.

### Businesses

- Departmental Result description changed from "Businesses are innovative and growing in British Columbia" to "Businesses are growing in British Columbia".
- Added indicators:
  - Number of jobs created (Businesses)
  - Number of highly qualified personnel jobs (HQP) created (Businesses)
  - Value of exports (Businesses)
  - Number of directly assisted PacifiCan recipients that are majority-led by under-represented groups
- Removed indicators:
  - Value of exports of goods from British Columbia
  - Value of exports of clean technologies from British Columbia
  - Number of high growth firms in British Columbia

### Communities

- Departmental Result description changed from "Communities are economically diversified in British Columbia" to "Communities are growing in British Columbia".
- Added indicators:
  - Number of jobs created (Communities)
  - Number of HQP jobs created (Communities)
  - Number of contributing partners engaged in advancing community-based projects (e.g., providing financial or in-kind support)
  - Value of PacifiCan community economic development investments
- Removed indicators:
  - Percentage of small and medium enterprises (SMEs) that are majority owned by women, Indigenous people, youth, visible minorities, and persons with disabilities in British Columbia

### Technologies

- Departmental Result description changed from "Businesses invest in the development and commercialization of innovative technologies in British Columbia" to "Businesses are commercializing technology and adopting technology in British Columbia".
- Added indicators:
  - Number of jobs created (Technologies)
  - Number of HQP jobs created (Technologies)
  - Value of exports (Technologies)
  - Number of technologies to market
  - Value of business sales growth resulting from technology commercialization or adoption

- Removed indicators:
  - Value of business expenditures in research and development by firms receiving PacifiCan program funding
  - Percentage of professional jobs (including science and technology) in British Columbia
  - Percentage of companies engaged in collaborations with higher education institutions in British Columbia

## **Program Inventory**

PacifiCan has four programs that support our departmental results, and our core responsibility of Economic Development in British Columbia. Please see below for changes made to our program inventory.

### **Innovation**

- Added indicators:
  - Value of incremental private sector investment attracted
  - Clean technology exports from Innovation projects
- Removed indicators:
  - Business sales growth resulting from commercialization
  - Number of HQP (including stem jobs created)

### **Business Growth**

- Added indicators:
  - Number of SMEs assisted through Business Growth projects
  - Clean technology exports from Business Growth projects
- Removed indicators:
  - Export sales growth
  - Number of jobs created

### **Businesses Services**

- Added indicators:
  - Number of clients served
  - Number of under-represented clients served

### **Community Initiatives**

- Program description changed from “British Columbia communities have necessary public infrastructure and adjustment support to promote economic growth” to “British Columbia communities’ economic development is supported”.
- Added indicators:
  - Number of jobs maintained from Community Initiatives projects
  - Number of SMEs assisted through Community Initiatives projects
- Removed indicators:
  - Number of communities benefitting from infrastructure projects
  - Number of businesses created, maintained, or expanded
  - Number of jobs created or maintained

## Internal services

### In this section

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#### *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

#### *Plans to achieve results*

Important progress has been made in establishing PacifiCan since August 2021. For the year ahead, our internal services will focus on continuing that development. In addition to the recently established offices across the province, we are working with Public Services and Procurement Canada to establish PacifiCan's head office in Surrey in fall 2024.

PacifiCan is committed to connecting British Columbian communities, entrepreneurs, and innovators to economic opportunities. The Agency will use various communication tools, such as our website and social media platforms, to facilitate two-way dialogue to better understand and respond to the needs of businesses, innovators, and communities across the province. We will ensure that our digital communications tools meet accessibility requirements. We will also support public announcements and events, media relations, and stakeholder engagement to maintain and expand external communication about our programs and services. Supporting our own team through strong internal communications is also a priority.

As we work towards the launch of our new head office in Surrey, we will engage community partners including Indigenous organizations and leaders in the design and launch of our new workspace.

#### *Snapshot of planned resources in 2024-25*

- Planned spending: \$8,964,534
- Planned full-time resources: 48 FTEs

#### *Related government priorities*

Planning for contracts awarded to Indigenous businesses

PacifiCan's target for contracts awarded to Indigenous businesses in 2024-25, not including IT hardware and software purchases, is five per cent. We will implement a PacifiCan Indigenous Procurement

Strategy in 2024-25 and develop a Social Procurement Strategy, the principles of which will be incorporated into our broader procurement strategy. A primary objective of this strategy is to raise awareness of Indigenous businesses that PacifiCan can engage with on procurement opportunities.

Table [4]: Planning for contracts awarded to Indigenous businesses

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
<b>Total percentage of contracts with Indigenous businesses</b>	14.52%	6%	5%

Note: The methodology used for calculating the target for fiscal year 2024-25 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 2024-25.

### Planned spending and human resources

This section provides an overview of PacifiCan’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

#### In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

#### Spending

Table [5]: Actual spending summary for core responsibility and internal services (\$ dollars)

The following table shows information on spending for each of PacifiCan’s core responsibility and for our internal services for the previous three fiscal years. Amounts for the 2023-2024 fiscal year are forecasted based on spending as of January 3, 2024.

Core responsibility and internal services	2021–2022 actual expenditures	2022–2023 actual expenditures	2023–2024 forecast spending
Economic Development in British Columbia	164,985,169	214,814,825	184,003,163
<b>Subtotal</b>	<b>164,985,169</b>	<b>214,814,825</b>	<b>184,003,163</b>
Internal services	3,720,617	7,268,223	9,393,665
<b>Total</b>	<b>168,705,786</b>	<b>222,083,047</b>	<b>193,396,828</b>

Explanation of table [5]

PacifiCan was established in 2021-22. Most of the expenditures for the temporary programs announced in Budget 2021 occurred in 2022-23. The decrease in expenditures in 2023-24 was due to the beginning of the wind down of these programs.

Table [6]: Budgetary planning summary for core responsibility and internal services (dollars)

The following table shows information on spending for PacifiCan’s core responsibility and for our internal services for the upcoming three fiscal years.

Core responsibility and internal services	2024-25 budgetary spending (as indicated in Main Estimates)	2024-25 planned spending	2025-26 planned spending	2026-27 planned spending
Economic Development in British Columbia	111,806,519	111,806,519	107,080,242	101,410,753
<b>Subtotal</b>	<b>111,806,519</b>	<b>111,806,519</b>	<b>107,080,242</b>	<b>101,410,753</b>
Internal services	8,964,534	8,964,534	7,267,057	7,241,517
<b>Total</b>	<b>120,771,053</b>	<b>120,771,053</b>	<b>114,347,299</b>	<b>108,652,270</b>

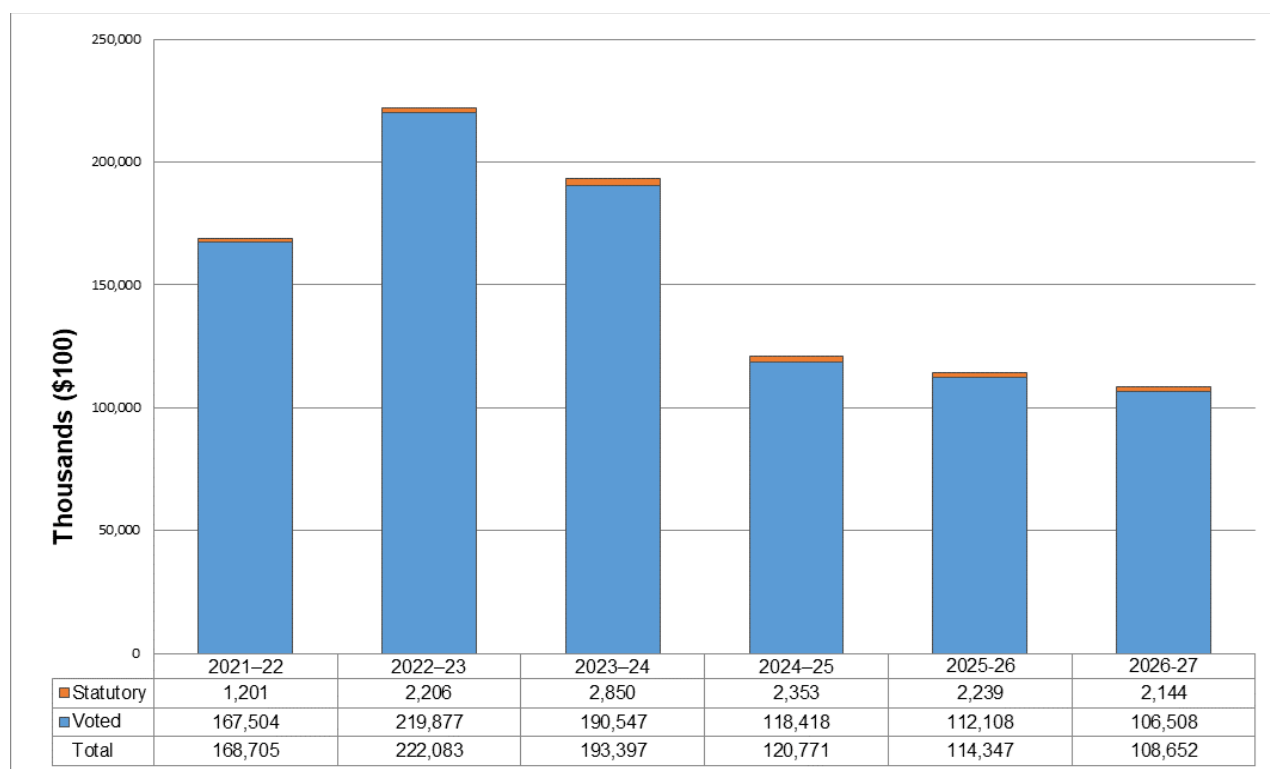
Explanation of table [6]

PacifiCan estimates budgetary expenditures of \$120.8 million in 2024–25. This represents a net decrease of \$55.3 million from the 2023-24 Main Estimates. Factors contributing to the decrease in contributions and other transfer payments of \$53.7 million, and the decrease in operating costs of \$1.6 million. These decreases are a result of the conclusion of temporary programs.

## Funding

Figure [4]: Departmental spending 2021–22 to 2026–27

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



The decrease in voted and statutory spending from 2023-24 to 2024-25 is mostly due to the conclusion of Budget 2021 programs, including the JGF, the CCRF, the TRF, and the ARRI.

### *Estimates by vote*

Information on PacifiCan’s organizational appropriations is available in the [2024–25 Main Estimates](#).

### Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PacifiCan’s operations for 2023–24 to 2024–25.

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](#).

Table [7]: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	\$118,192,458	\$86,172,832	(\$32,019,626)
Total revenues	\$90	\$65	(\$25)
Net cost of operations before government funding and transfers	\$118,192,368	\$86,172,767	(\$32,019,601)

Explanation of table [7]

PacifiCan has planned total expenses of \$86.2 million in 2024-25, compared to the forecasted \$118.2 million by year-end in 2023-24. The \$32.0 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, all of which will be ending in 2023-24. These projects are included in the CCRF, the TRF, the ARRI, and the JGF, leading to the reduced planned expenses for the next fiscal year.

## Human Resources

Table [8]: Actual human resources for core responsibility and internal services

The following table shows a summary of human resources, in FTEs, for PacifiCan’s core responsibility and for our internal services for the previous three fiscal years. Human resources for the 2023-2024 fiscal year are forecasted based on spending as of January 3, 2024.

Core responsibility and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 forecasted FTEs
Economic Development in British Columbia	69	125	144
<b>Subtotal</b>	<b>69</b>	<b>125</b>	<b>144</b>
Internal services	8	41	54
<b>Total</b>	<b>77</b>	<b>166</b>	<b>198</b>

Explanation of table [8]

The increase in FTEs from 2021-22 to 2023–24 was for staff needed to establish the agency and to deliver time-limited pandemic response programs. The time-limited programs announced in Budget 2021 conclude in 2023-24. Human resource levels are expected to stabilize in 2026–27, as the agency will be fully established and time-limited programs will conclude.



Table [9]: Human resources planning summary for core responsibility and internal services

The following table shows information on human resources, in FTEs for our PacificCan’s core responsibility and for our internal services planned for 2024–25 and future years.

Core responsibility and internal services	2024–25 planned fulltime equivalents	2025–26 planned fulltime equivalents	2026–27 planned fulltime equivalents
Economic Development in British Columbia	122	122	115
<b>Subtotal</b>	<b>122</b>	<b>122</b>	<b>115</b>
Internal services	48	48	48
<b>Total</b>	<b>170</b>	<b>170</b>	<b>163</b>

Explanation of table [9]

Human resource levels will fully stabilize in 2026–27, as the agency will be fully established and time-limited programs will conclude.

## Corporate information

Organizational profile

Appropriate minister(s): 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(s): [Western Economic Diversification Act](#), R.S.C. 1985, C. 11, (4th Supplement)

Year of incorporation / commencement: 2021

Other:

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

Ottawa, Ontario

To be established:

Headquarters – Surrey, British Columbia

## Organizational contact information

Mailing address

Pacific Economic Development Canada

1300-300 West Georgia St.

Vancouver, British Columbia, V6B 6B4

Telephone: 604-666-6256

TTY: 1-877-303-3388

Fax: 604-666-2353

Email: [info@pacifican.gc.ca](mailto:info@pacifican.gc.ca)

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

## Supplementary information tables

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

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)

Information on PacifiCan's departmental sustainable development strategy can be found on PacifiCan's [website](#).

## 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](#).

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.

## 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 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

## **Indigenous business**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

## **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.