

# **Pacific Economic Development Canada**

## **2025–26**

### Departmental Plan

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The Honourable Gregor Robertson, P.C., M.P.  
Minister of Housing and Infrastructure and Minister  
responsible for Pacific Economic Development  
Canada



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique

**Canada**

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## PacifiCan's 2025-26 Departmental plan: At a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years.

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

### Key priorities

As PacifiCan enters 2025-2026 we will focus on three priorities:

- **Boost British Columbia Businesses** by supporting those with ambition to grow, creating value for Canada.
- **Supply Canada** by connecting B.C. small- and medium-sized businesses to major projects, procurements and investments.
- **Build on Regional Strengths** to grow trade, investment, talent and tourism.

These initial priorities focus our efforts where British Columbian businesses, innovators and communities can build on their assets and contribute to the national agenda. Throughout the year, as the Government outlines its priorities, PacifiCan will ensure our efforts build strength across British Columbia in support of a strong, connected Canadian economy.

### Highlights

In 2025-26, total planned spending (including internal services) for PacifiCan is \$140,291,293 and total planned full-time equivalent staff (including internal services) is 190. For complete information on PacifiCan's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025-26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

### Core responsibility 1: Economic Development in British Columbia

Planned spending: \$130,927,630

Planned human resources: 132

#### Departmental results:

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

PacifiCan will achieve its mandate through our roles of investor, pathfinder, convenor, and advisor.

- As **investor**, we will invest to create quality jobs, increase the growth of industry clusters and exports, and increase economic participation.
- As **pathfinder**, we will help businesses and organizations connect to other government programs and services.
- As **convenor**, we will foster collaboration and connect partners to create economic opportunities in communities across the province.
- As **advisor**, we will advance and advocate for British Columbians' economic interests.

PacifiCan is focused on strengthening the foundations for enduring prosperity in British Columbia. We will do so by tailoring our programs and services to respond to local opportunities and the impacts of global economic conditions. As an on-the-ground federal partner, with in-depth knowledge of local community needs and realities, our efforts will help communities and businesses remain resilient and well-positioned to respond to economic conditions.

To advance long-term economic growth and resilience across British Columbia, we will continue to implement our ongoing programs, tailored to British Columbians' opportunities:

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

In addition, we will continue to support businesses and communities through temporary programs that respond to sectoral or local opportunities and needs:

- [Regional Quantum Initiative](#)
- [Tourism Growth Program](#)
- [Regional Artificial Intelligence Initiative](#)
- [Regional Homebuilding Innovation Initiative](#)
- [Lytton Homeowner Resilient Rebuild Program](#)
- [Lytton Business Restart Program](#)

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

# PacifiCan's 2025-26 Departmental Plan

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From the Minister



**The Honourable Gregor Robertson**

Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada

It is my pleasure to present PacifiCan's Departmental Plan for 2025-26. The year ahead is a critical time for British Columbians. As our businesses and communities navigate economic uncertainty, new markets, and the impact of tariffs, PacifiCan is here to help.

In 2025-26, PacifiCan will support small- and medium-sized enterprises to innovate, grow, export and become more productive; work with communities to build their economic development capacity and attract investment; and connect clients to opportunities beyond PacifiCan.

As we build one strong Canadian economy, PacifiCan is playing a key role. PacifiCan's locally-informed investments and services will help businesses and communities connect to markets across Canada and beyond. And in 2025-26 PacifiCan will continue to deliver initiatives in innovative homebuilding, tourism,

and the commercialization and adoption of AI technologies—boosting growth and improving productivity.

With the opening of PacifiCan’s headquarters in Surrey, B.C. in January 2025, PacifiCan now has a province-wide network of staff, bringing us closer to ambitious entrepreneurs and innovators across the province, making our programs more accessible, and extending our impact.

This is an important moment for Canadians and British Columbians. We face unprecedented challenges. Now is the time to build on the assets that set us apart — the resources the world wants, talent and innovations the world needs, places that draw visitors from near and far, and businesses ready for the global stage.

Please read on to learn more about how PacifiCan is helping to create enduring prosperity for all British Columbians, contributing to Canada’s strength and resilience.

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Core responsibility 1: Economic Development in British Columbia](#)
- [Internal services](#)

Core responsibility 1: Economic Development in British Columbia

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Description

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

The department’s core responsibility is complemented by three departmental results:

1. Businesses are growing in the British Columbia;
2. Communities are developing economically in British Columbia; and
3. Businesses are commercializing technology and adopting it in British Columbia.

Quality of life impacts

PacifiCan is the federal government’s [regional development agency \(RDA\)](#) for British Columbians, responsible for working with partners – including businesses, communities and other organizations – to support economic development across the province and create conditions for enduring prosperity for all

British Columbians. PacifiCan’s core responsibility, ‘Economic Development in British Columbia’, 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

Indicators, results and targets  
 This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Economic Development in British Columbia. Details are presented by departmental result.

Fiscal year 2024-25 was the first year for PacifiCan’s new Departmental Results Framework; therefore, past results are not available (N/A) for the indicators that were new.

Table 1: Businesses are growing in British Columbia  
 Table 1 provides a summary of the target and actual results for each indicator associated with the results under Economic Development in British Columbia.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Revenue growth rate of firms supported by PacifiCan programs	2021-22: 13.5% 2022-23: 24.5% 2023-24: 15.7%	16%	March 2026
Value of exports (Businesses-related projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	\$197.8M	March 2026
Number of directly assisted PacifiCan recipients that are majority-led by under-represented groups	2021-22: N/A 2022-23: N/A 2023-24: N/A	25	March 2026
Number of jobs created (Businesses-related projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	822	March 2026
Number of highly qualified personnel jobs created (Businesses-related projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	428	March 2026

**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 Official Languages Minority Community, persons with disabilities, members of a racialized community, and youth.

Table 2: Communities are growing in British Columbia

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of contributing partners engaged in advancing community-based projects (e.g., providing financial or in-kind support)	2021-22: N/A 2022-23: N/A 2023-24: N/A	30	March 2026
Value of PacifiCan community economic development investments	2021-22: N/A 2022-23: N/A 2023-24: N/A	\$8.4M	March 2026
Number of jobs created (Community-based projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	114	March 2026
Amount leveraged per dollar invested by PacifiCan in community projects	2021-22: 1.2 2022-23: 0.95 2023-24: 0.89	1.0	March 2026
Number of highly qualified personnel jobs created (Community-based projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	3	March 2026

Table 3: Businesses are commercializing technology and adopting technology in British Columbia

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of technologies to market	2021-22: N/A 2022-23: N/A 2023-24: N/A	4	March 2026
Number of highly qualified personnel jobs created (Technology-related projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	77	March 2026
Number of jobs created (Technology-related projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	310	March 2026
Value of exports (Technology-related projects)	2021-22: N/A 2022-23: N/A 2023-24: N/A	\$49.1M	March 2026
Value of business sales growth resulting from technology commercialization or adoption	2021-22: N/A 2022-23: N/A 2023-24: N/A	\$8.6M	March 2026

Additional information on the [detailed results and performance information](#) for PacifiCan’s program inventory is available on GC InfoBase.

#### Plans to achieve results

The following section describes the planned results for Economic Development in British Columbia in 2025-26. It explains how PacifiCan plans to achieve the above noted targets for each departmental result indicator.

When PacifiCan was launched in August 2021, the department adopted Western Economic Diversification Canada’s approaches to ensure seamless client services. Since then, PacifiCan has been reviewing our economic development approaches and program designs to ensure that services are delivered in a modern way and that programs are tailored to the unique needs of British Columbians.

1. Businesses are growing in British Columbia

Results we plan to achieve

- British Columbians want well-paying jobs they can rely on to address the high cost of living they are experiencing. Well-paying, quality jobs are created when businesses successfully compete, grow and are sustained. Through the [Business Scale-up and Productivity \(BSP\)](#) program, PacifiCan will invest in high-growth businesses to create jobs by helping to improve their productivity and/or capture international market share.
- PacifiCan will invest in organizations that contribute to a healthy business ecosystem in British Columbia. A strong ecosystem supports business growth by helping businesses increase market share, attract capital, reduce costs, access talent and/or improve productivity. By providing support that addresses the specific needs of British Columbia’s companies, more enduring outcomes can be achieved. As an example, in 2025-26, PacifiCan will deliver the first full year of the [Business Acceleration Pilot \(BizAP\)](#) that was designed with input from organizations serving British Columbian businesses to ensure the pilot helps British Columbian businesses realize their scale-up ambitions.
- PacifiCan will also invest in projects that could help communities across the province to leverage their local assets to build a strong and resilient economy. For example, PacifiCan’s [Tourism Growth Program \(TGP\)](#) will continue to strengthen British Columbia’s tourism economy across the province by investing in projects that provide high impact and lasting outcomes, leverage private investment and respond to community priorities.
- PacifiCan also acts as a convenor and brings together businesses and other organizations to identify opportunities, create partnerships, coordinate activities, and advocate for the economic interests of British Columbians.

**Planning Spotlight: Innovate BC - RIE**

With \$9.9 million in PacifiCan funding, Innovate BC established the Integrated Marketplace Initiative (IMI). This marketplace enables Innovate BC to facilitate commercial adoption of British Columbia’s innovative clean and digital technologies that help reduce greenhouse gases and improve productivity, competitiveness and health. It creates alliances of industry partners that identify and prioritize common business problems in these areas. By focusing on creating demand for innovation, the IMI helps small and medium enterprises find practical business applications for their innovations in clean technology, digital industries, and other sectors.

2. Communities are growing in British Columbia

Results we plan to achieve

- PacifiCan staff are located across the province, working in communities to identify and develop local economic opportunities. PacifiCan takes a place-based approach to economic development

by focusing on activities and partnerships that harness local assets and knowledge to build strong and enduring regional economies. PacifiCan has presence in seven communities outside of the Lower Mainland. Staff in these communities will continue to work with partners on the ground to encourage innovation and create jobs to help communities grow.

- PacifiCan plans to increase the share of investments under the [Regional Innovation Ecosystems \(RIE\)](#) program that go to communities outside of the Lower Mainland where British Columbia's innovative technology clusters have historically been anchored. Emerging business and research clusters in industries like life sciences, agritech, and hydrogen are creating jobs for highly qualified personnel in communities on Vancouver Island, in British Columbia's Southern Interior, and in Northern British Columbia.
- PacifiCan's staff across the province have engaged extensively with local stakeholders to understand local economic circumstances and opportunities. The department will be reviewing our [Community Economic Development and Diversification \(CEDD\)](#) program this year with an aim for the program to better meet the need of communities to create greater economic impact.

#### Planning Spotlight: Clear Seas Centre for Responsible Marine Shipping Society - CEDD

British Columbia's marine sector is the largest in Canada, generating approximately \$4 billion in total output, and sustaining 34,250 jobs. As the industry's retirement rate increases, employers are facing mounting pressure to attract a younger workforce and fill job openings.

To address this growing need and alleviate the sector's current skills shortage, the Clear Seas Centre responsible for Marine Shipping Society is piloting the Indigenous Marine Career Advancement Program. PacifiCan is contributing \$1,750,000 over four years (starting in 2023-24) to deliver new, culturally grounded marine training courses designed to respond to changing labour market needs. In partnership with training organizations and provincial maritime companies, the initiative will provide Indigenous participants with 12 months of intermediate to advanced training, with a focus on securing full-time employment. Additionally, the program will offer career advice, mentorship, and job placement services to ensure the long-term success of participants.

The Indigenous Marine Career Advancement Program will not only enhance training and job opportunities for Indigenous students from coastal, rural, and remote communities, it will also strengthen British Columbia's workforce and support a vital sector.

- PacifiCan's ongoing investments in the [Pacific Business Services Network](#) will continue to support small and start-up businesses, and early-stage entrepreneurs, by providing advice on business plan development, market research, export readiness, and access to loans and local peer networks. With network partners serving a broad demographic and located across the province, including in rural communities, this investment will continue to enable economic growth opportunities and enhance economic diversification and resilience.
- PacifiCan will also continue to assist residents of the Village of Lytton who are [rebuilding their homes](#) and [restarting their businesses](#) after the devastating wildfire of 2021.

### 3. Businesses are commercializing technology and adopting technology in British Columbia

#### Results we plan to achieve

- PacifiCan will invest in innovative, high-growth companies through the [BSP](#) program. These investments will support companies at a critical period in their growth trajectories, allowing them to quickly commercialize new technologies, improve productivity and increase sales in Canada and around the world.
- PacifiCan will also invest in organizations that assist companies with their technology commercialization and adoption activities, including technology transfer, capital attraction, market entry, intellectual property protection, and skills attraction.
- PacifiCan will deliver targeted innovation programs focused on homebuilding, artificial intelligence and quantum technologies:
  - The [Regional Homebuilding Innovation Initiative \(RHII\)](#), which is part of [Canada's Housing Plan](#), will support innovative housing solutions in British Columbia, bolster the homebuilding supply chain and change the way homes are built in the province.
  - The [Regional Artificial Intelligence Initiative \(RAII\)](#) will invest in technology commercialization and adoption with a focus on improving human health, environmental health, economic resilience and productivity.
  - The [Regional Quantum Initiative \(RQI\)](#), which is a component of [Canada's National Quantum Strategy](#), will harness regional quantum expertise and make investments to transform research into new products and processes. British Columbia has one of the four key quantum hubs in Canada and this initiative will help it grow.

#### Planning Spotlight: Regional Artificial Intelligence Initiative (RAII)

Artificial Intelligence (AI) presents a transformational opportunity for British Columbians. Across the province, innovators and forward-thinking organizations are creating AI-based solutions for world challenges and putting the power of AI to work in their daily operations. With a thriving tech sector, British Columbia is well-positioned to leverage recent advancements in AI which have the potential to drive investment, attract global talent and create good jobs.

In November 2024, PacifiCan launched the [RAII](#) in British Columbia as part of Budget 2024's measures to secure Canada's AI advantage. These measures include \$200 million over five years for Canada's regional development agencies to deliver RAI. In British Columbia, PacifiCan is delivering the initiative with \$32.2 million, making investments to help businesses commercialize and adopt AI technologies.

Through [RAII](#), PacifiCan will work with partners to prioritise projects that deliver strong economic benefits to British Columbians and create positive outcomes for human health, the environment, economic resilience, and productivity across sectors.

#### Key risks

Global markets are already highly competitive. At the same time, supply chain disruptions, labour disruptions, high input costs and talent shortages are creating challenges. Increasingly frequent and severe weather events, such as flooding and wildfires associated with climate change, also pose risks by disrupting the economy and damaging communities and critical infrastructure. Furthermore, any

changes to international and North American trade policy and system (e.g., tariffs) could adversely affect the Canadian economy, including ours. These uncertainties and disruptions can cause delays, scaling back and canceling of projects by PacifiCan’s funding recipients, which could impede the department’s ability to deliver results as planned.

To mitigate these risks, PacifiCan will work with applicants and recipients early to identify solutions and to structure projects in ways that respond to challenges and mitigate associated risks.

In terms of PacifiCan’s internal operations, staff recruitment and retention are affected by the high cost of living in the Lower Mainland, the bilingual position requirements in a unilingual region, and the demands of delivering a wide range of temporary programs. The department will monitor risks and allocate resources to priority functions to mitigate risks on the delivery of our mandate.

Planned resources to achieve results

Table 4: Planned resources to achieve results for Economic Development in British Columbia

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$130,927,630
Full-time equivalents	132

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

Related government priorities

Gender-based analysis plus

PacifiCan is committed to gender-based diversity and inclusion. Gender-based analysis plus (GBA Plus) guides us in understanding the impacts our programs and services have on all groups in British Columbia. This includes people from different geographic regions and underrepresented groups, such as women, Indigenous peoples, youth, persons with disabilities, and official language minority communities. We apply a GBA Plus analysis to existing programs and the development of new programs.

Last year, PacifiCan launched an Indigenous Economic Inclusion Framework (the Framework) that outlines priority areas for growing Indigenous inclusion in the department’s workplace, culture, and programs. To advance the Framework, the department is adopting a three-phased approach. The department is entering the second phase - undertaking targeted engagement with Indigenous peoples that focuses on building relationships, deepening the department’s understanding of Indigenous economic priorities and seeking Indigenous input on ways to make PacifiCan’s programs and services more beneficial and inclusive of Indigenous communities across British Columbia.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals  
 PacifiCan continues to contribute to Canada’s efforts to advance the UN 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs). The department is investing in clean technology and clean resources projects that support sustainable development and sustainable jobs. Furthermore, the department is adopting procurement practices that promote inclusivity of under-represented and marginalized populations.

The department's programs and initiatives support and advance the following UN SDGs:

- **SDG 8: Decent Work and Economic Growth** – supporting workers, businesses and communities to transition to a greener and more inclusive economy
- **SDG 10: Reducing Inequalities** – supporting the implementation of the *UN Declaration on the Rights of Indigenous Peoples Act*
- **SDG 12: Responsible Consumption and Production** and **SDG 13: Climate Action** – greening internal operations and procurement practices to support sustainable development

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

Additional information related to the program inventory for Economic Development in British Columbia is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- No change.

Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

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

This section presents details on how the department plans to achieve results and meet targets for internal services.

PacifiCan continues to strengthen our internal services to deliver our mandate of supporting economic development in communities across British Columbia.

PacifiCan will support our staff by:

- delivering training to build a highly skilled and adaptable workforce, that has the knowledge and skills to advance the department’s mandate. Specifically, the department will develop a Learning Framework and review our Performance Assessment and Talent Management frameworks.
- building a workforce that reflects the people of British Columbia, is guided by our shared [public service values and ethics](#), and is committed to excellence, curiosity and kindness.
- implementing the Government of Canada’s Direction on the Prescribed Presence in the Workplace. This will ensure a safe, healthy, accessible and flexible hybrid work environment.

PacifiCan will enhance organizational efficiency and communications by:

- implementing a dedicated financial management system that will provide customization and automation to process financial transactions while accurately tracking client accounts. The department will then be able to quickly implement and deliver new or improved programs while maintaining strong client service.
- evaluating new social media platforms to target those used by our audiences so we can extend our reach to provide information to our clientele, including under-represented groups and rural communities.
- using short-form videos, and leveraging AI technologies as appropriate, to create engaging and accessible social media and website content to maximize engagement on our social channels and increase awareness of PacifiCan programs and services.
- developing new analytical tools (e.g., dashboards) to support evidence-based policy and program decisions.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	9,363,663
Full-time equivalents	58

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

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024-25.

PacifiCan set a target of 6.25% for contracts awarded to Indigenous businesses in 2025-26. This year we will implement our Indigenous Procurement Strategy and develop a Social Procurement Strategy, which will be incorporated into our broader procurement strategy. The primary objective of PacifiCan’s Indigenous Procurement Strategy is to increase departmental contracts with Indigenous businesses by providing staff with the information and know-how on engaging, working and assessing potential Indigenous suppliers throughout the procurement process.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	30.02%	5%	6.25%

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 2025-26 with actual spending from previous years.

In this section

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

## Spending

This section presents an overview of the department's planned expenditures from 2022-23 to 2027-28.

### Budgetary performance summary

Table 7 Three-year spending summary for core responsibilities and internal services (dollars)

Table 7 presents how much money PacifiCan spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Economic Development in British Columbia	214,814,825	180,430,991	130,780,220
<b>Subtotal (s)</b>	<b>214,814,825</b>	<b>180,430,991</b>	<b>130,780,220</b>
Internal services	7,268,222	10,278,989	11,146,614
<b>Total(s)</b>	<b>222,083,047</b>	<b>190,709,980</b>	<b>141,926,834</b>

Analysis of the past three years of spending

PacifiCan was established in August 2021. Most of the expenditures for the temporary programs announced in Budget 2021 occurred in 2022-23. The decrease in expenditures in 2023-24 and 2024-25 was due to the wind down of these temporary programs.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 8 Planned three-year spending on core responsibilities and internal services (dollars)

Table 8 presents how much money PacifiCan plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Economic Development in British Columbia	130,927,630	116,011,959	111,256,633
<b>Subtotal</b>	<b>130,927,630</b>	<b>116,011,959</b>	<b>111,256,633</b>
Internal services	9,363,663	8,637,511	8,627,297
<b>Total</b>	<b>140,291,293</b>	<b>124,649,470</b>	<b>119,883,930</b>

Analysis of the next three years of spending

PacifiCan estimates budgetary expenditures of \$140.3 million in 2025-26. This represents a net increase of \$19.5 million from the 2024-25 Main Estimates. This is due to increases in contributions and other transfer payments of \$20.3 million, and a decrease in operating costs of \$0.8 million. The increase is a result of the approval of new temporary programs.

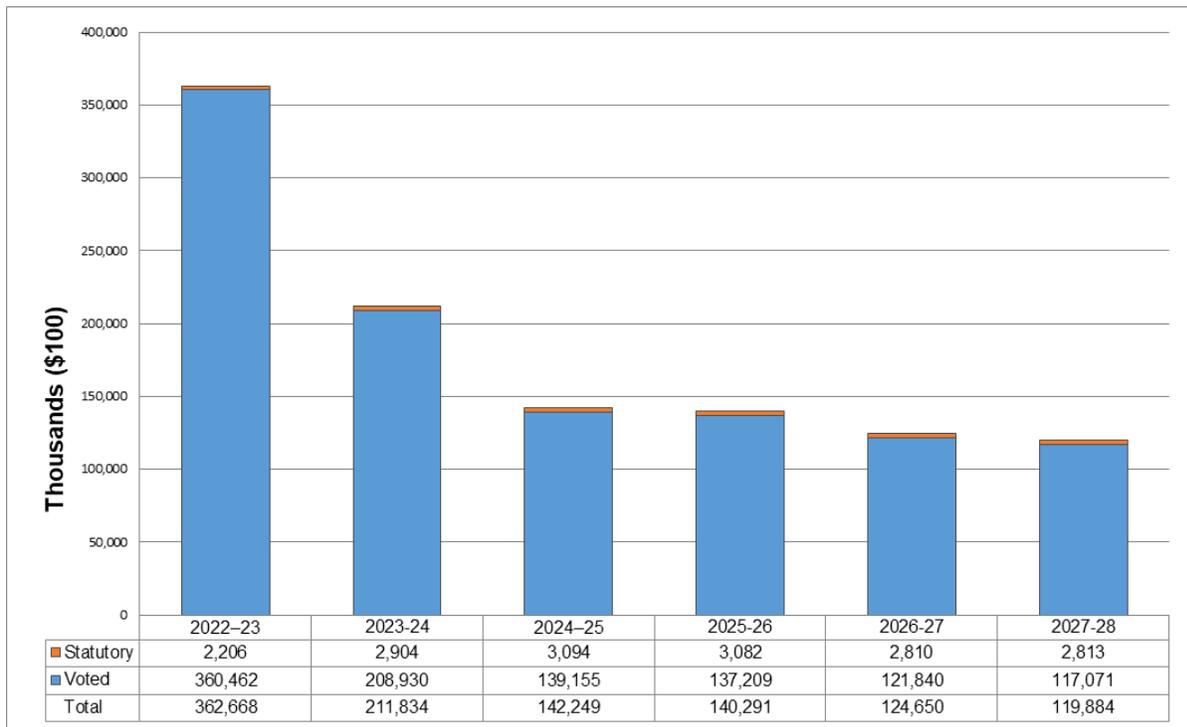
More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

### Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of graph 1

Fiscal year	Total	Voted	Statutory
2022-23	362,668	360,462	2,206
2023-24	211,834	208,930	2,904
2024-25	142,249	139,155	3,094

Fiscal year	Total	Voted	Statutory
2025-26	140,291	137,209	3,082
2026-27	124,650	121,840	2,810
2027-28	119,884	117,071	2,813

Analysis of statutory and voted funding over a six-year period

The decrease in voted and statutory funding from 2022-23 to 2024-25 is mostly due to the conclusion of Budget 2021 programs. The decrease from 2024-25 to 2026-27 reflects the wind down of other temporary programs (e.g. RHII and TGP) for which PacifiCan received funding in 2024-25.

For further information on PacifiCan’s departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PacifiCan’s operations for 2024-25 to 2025-26.

Table 9: Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars) Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26. 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.

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (Planned results minus forecasted)
Total expenses	97,708,526	119,016,911	(21,308,385)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	97,708,526	119,016,911	(21,308,385)

Analysis of forecasted and planned results

PacifiCan has planned total expenses of \$119.0 million in 2025-26, compared to the forecasted \$97.7 million by year-end in 2024-25. The \$21.3 million difference in total expenses is primarily due to increases in temporary programming including RAIL, RHII, Black Entrepreneurship Program and PacifiCan's Lytton programs.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on PacifiCan’s website.

## Human resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to 2027-28.

Table 10: Actual human resources for core responsibilities and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for PacifiCan's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Economic Development in British Columbia	123	140	135
<b>Subtotal</b>	<b>123</b>	<b>140</b>	<b>135</b>
Internal services	41	51	59
<b>Total</b>	<b>164</b>	<b>191</b>	<b>194</b>

Analysis of human resources over the last three years

The increase in FTEs from 2022-23 to 2024-25 is a result of hiring to reach our full staff complement and the introduction of new temporary programs.

Table 11: Human resources planning summary for core responsibilities and internal services

Table 11 shows information on human resources, in full-time equivalents, for each of PacifiCan's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Economic Development in British Columbia	132	123	123
<b>Subtotal</b>	<b>132</b>	<b>123</b>	<b>123</b>
Internal services	58	55	55
<b>Total</b>	<b>190</b>	<b>178</b>	<b>178</b>

Analysis of human resources for the next three years

The decrease in FTEs from 2025-26 to 2027-28 is due to the completion of certain temporary programs, including RHII and TGP.

## Corporate information

Departmental profile

Appropriate minister(s): The Honourable Gregor Robertson

Institutional head: Naina Sloan

Ministerial portfolio: Housing and Infrastructure and Pacific Economic Development Canada

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

Year of incorporation / commencement: 2021

Other:

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

Headquarters – Surrey, British Columbia

Departmental contact information

Mailing address:

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13401 108 Ave, 5<sup>th</sup> Floor  
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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.

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](#).

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.

## 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, departments 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 three year period. Departmental Plans are usually tabled in Parliament each spring.

### **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])

Is 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 (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

**horizontal initiative** (initiative horizontale)

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

**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, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**non-budgetary expenditures** (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**performance** (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department 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 department, program, policy or initiative respecting expected results.

**plan** (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.