

Pacific Economic Development Canada 2023–24 Departmental Results Report

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
the Pacific Economic Development Agency of Canada



Pacific Economic
Development Canada

Développement économique
Canada pour le Pacifique

Canada 

© His Majesty the King in Right of Canada, as represented by the President of the King's Privy Council, Minister of Emergency Preparedness, and Minister Responsible for the Pacific Economic Development Agency of Canada, 2024

Catalogue No. Iu97-1/7E-PDF
ISSN 2817-7223

PacifiCan's 2023-24 Departmental results report: At a glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

- [Vision, mission, raison d'être](#)
- [Operating context](#)
- [Minister's mandate letter](#)

Key priorities

PacifiCan's top priorities for 2023-24 were as follows:

- **Creating Quality Jobs**
Well-paying and reliable jobs are a critical part of addressing affordability challenges. PacifiCan is helping businesses and communities create the quality jobs that British Columbians need.
- **Supporting Competitive Industry Clusters**
In British Columbia's small and medium-sized enterprise (SME)-driven economy, industry clusters are helping to reduce costs, inspire innovation, and improve productivity.
- **Facilitating Globally Successful Businesses**
PacifiCan is supporting businesses to accelerate their growth and expand to new markets, which increases wealth in our communities and improves our standard of living in the long-term.
- **Fostering Inclusive Growth**
Economic participation of British Columbia's diverse people and regions improves outcomes for all. Leveraging the Agency's on-the-ground presence across British Columbia, PacifiCan works to unlock economic opportunities in communities and for under-represented people across the province.

Highlights

In 2023-24, total actual spending (including internal services) for PacifiCan was \$190,709,980 and total full-time equivalent (FTE) staff (including internal services) was 191 FTE. For complete information on PacifiCan's total spending and human resources, read the [Spending and human resources section](#) of the full report.

The following provides a summary of the department's achievements in 2023-24 according to its approved Departmental Results Framework (DRF). A DRF consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results. This is the last year for PacifiCan reporting on the legacy Western Economic Diversification Canada results framework. PacifiCan implemented a new result framework effective April 1, 2024.

Core responsibility 1: Economic Development in British Columbia

Actual spending: \$180,430,991

Actual human resources: 140 FTE

Departmental results achieved

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 across the province, the Agency worked to understand local economic conditions and supported regionally tailored economic development. Strategic investments in projects and initiatives helped create quality jobs across British Columbia, supported businesses to scale-up, and sparked innovation.

To support this, PacifiCan continued to deliver the following core programs:

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

In addition, the Agency delivered temporary programs to support economic development, such as the [Lytton Homeowner Resilient Rebuild Program](#), the [Lytton Business Restart Program](#), the [Regional Quantum Initiative](#), and the [Tourism Growth Program](#). The Agency also launched the [Business Acceleration Pilot](#) to help small- and medium-sized businesses scale-up. While time limited programs announced in Budget 2021 were closed to new applications, PacifiCan continued to work with 285 small- and medium-sized businesses that received time limited funding to offset the negative impacts of COVID-19. Repayment continued for over 1800 projects repaying their Pacifican Regional Relief and Recovery Fund contributions. PacifiCan resources continued to be deployed to help recipients successfully conclude projects.

In 2023-24, PacifiCan invested over \$141 million in 257 projects¹ to help communities and businesses innovate, grow and export. In the same period, the Agency supported more than 2,800 SMEs and helped to create more than 5,500 jobs and generate \$1.74 billion in revenue growth across British Columbia.²

- Communities are economically diversified in British Columbia

In 2023-24, PacifiCan's strategic investments in this area have led to the creation of over 3,000 jobs, driving inclusive economic growth and enhancing community resilience across British Columbia. The Agency met its target for the percentage of SMEs majority owned by persons with disabilities (1.2%), and came close to meeting its targets for other underrepresented groups, including women (target 18.1%; result 17.6%), Indigenous people (target 1.8% result: 1.6%), youth (target 12.8%; result: 12.4%) and visible minorities (target 12.1%; result 11.5%). PacifiCan's analysis shows that persistent labour shortages experienced in 2022 and 2023 could

¹ Refers to PacifiCan cashflow commitments for projects in fiscal year 2023-24.

² Includes all project results reported by recipients in fiscal year 2023-24.

have disincentivized equity-seeking groups from starting businesses as there were other employment opportunities available.

- Businesses invest in the development and commercialization of innovative technologies in British Columbia

PacifiCan's investments have increased the commercialization of new technologies, allowed businesses to scale-up, improved productivity and ultimately, supported innovation and economic growth across British Columbia. PacifiCan exceeded its targets for companies engaged in collaboration with higher education institutions in British Columbia and for business expenditures in research and development. The investments have created over 1,200 jobs and more than \$219 million in export sales growth in 2023-24.

- Businesses are innovative and growing in British Columbia

PacifiCan's investments helped businesses in British Columbia drive innovation and grow, positioning the province as a leader in key sectors such as clean technology, quantum computing, and life sciences. In 2023-24, the Agency exceeded by 278 its targets of 2,072 for the number of high-growth firms; and the target of \$2.5 billion in the value of exports of clean technologies from British Columbia was exceeded by \$75 million.

More information about [Economic Development in British Columbia](#) can be found in the "Results – what we achieved" section of the full departmental results report.

PacifiCan's 2023-24 Departmental results report

On this page:

- [From the Minister](#)
- [Results – what we achieved](#)
 - [Core responsibility 1: Economic Development in British Columbia](#)
 - [Internal services](#)
- [Spending and human resources](#)
 - [Spending](#)
 - [Funding](#)
 - [Financial statement highlights](#)
 - [Human resources](#)
- [Corporate information](#)
- [Supplementary information tables](#)
- [Federal tax expenditures](#)
- [Definitions](#)

From the Minister

It is my pleasure to present PacifiCan's Departmental Results Report for 2023-24 – the Agency's second full year of operations.

As Minister responsible for PacifiCan, my commitment has been to bring the Government of Canada closer to British Columbians by establishing PacifiCan as their dedicated federal economic development partner.

Opening offices across our province in 2022-23 was an important step. With PacifiCan staff in Vancouver, Victoria, Campbell River, Prince George, Prince Rupert, Fort St. John, Kelowna and Cranbrook, British Columbians across our province have a Government of Canada economic development partner rooted in their regions.

PacifiCan's vision is enduring prosperity for all British Columbians. And now, with the work done over the past year, PacifiCan is fully established and working closely in partnership to make that vision real. My highlights from the past year were the final major milestones in building PacifiCan.

First, I shared the good news of the location of PacifiCan's new headquarters office in Surrey's Innovation Corridor. This will enhance our service to one of our province's fastest growing economic hubs and to the broader Fraser Valley region. The warm welcome we have already received from our community partners has been incredible.

Second, I announced the first programs designed by and for British Columbians. This included the Business Acceleration Pilot (BizAP), a program unique to B.C. in which PacifiCan will work with trusted partners to help our businesses grow by providing the tools and expert advice they need to realize their scale-up ambitions.

The Agency is now known for the partnerships we are building and for being proud champions for British Columbian innovators, communities and entrepreneurs. Together, we are building lasting prosperity.

I invite you to read on to learn more about how PacifiCan – and our partners – are propelling B.C. forward.



The Honourable Harjit S. Sajjan

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

Results – what we achieved

Core responsibilities and internal services

- Core responsibility 1: Economic Development in British Columbia
- Internal services

Core responsibility 1: Economic Development in British Columbia

In this section

- Description
- Progress on results
- Key risks
- Resources required to achieve results
- Related government-wide priorities
- Program inventory

Description

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

Progress on results

This section presents details on how the department performed to achieve results and meet targets for Economic Development in British Columbia. Details are presented by departmental result.

Table 1: Targets and results for Economic Development 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.

Communities are economically diversified in British Columbia

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of SMEs that are majority-owned by women in British Columbia	18.1%	March 2024	2021–22: 15.4% 2022–23: 17.5% 2023–24: 17.6% ¹
Percentage of SMEs that are majority-owned by youth in British Columbia	12.8%	March 2024	2021–22: 14.8% 2022–23: 12.2% 2023–24: 12.4% ²
Percentage of SMEs that are majority-owned by Indigenous people in British Columbia	1.8%	March 2024	2021–22: 1.8% 2022–23: 1.8% 2023–24: 1.6% ³
Percentage of SMEs that are majority-owned by visible minorities in British Columbia	12.1%	March 2024	2021–22: 8.8% 2022–23: 11.4% 2023–24: 11.5% ⁴
Percentage of SMEs that are majority-owned by persons with disabilities in British Columbia	1.2%	March 2024	2021–22: 0.9% 2022–23: 0.5% 2023–24: 1.2% ⁵
Amount leveraged per dollar by PacifiCan in community projects	1.1	March 2024	2021–22: 1.2 2022–23: 0.95 2023–24: 0.89

Note 1: Data in the 2022-23 and 2023-24 actual results row are the actual results from British Columbia only. Data in the 2021-22 actual results columns include data from Alberta, Saskatchewan, Manitoba and British Columbia. The reason for this difference is that Western Economic Diversification Canada (WD), which was the Regional Development Agency (RDA) servicing the four western provinces at that time, transitioned into two separate organizations in 2021-22 – Prairies Economic Development Canada (PrairiesCan) and PacifiCan.

¹ The most recent data available for this indicator are from 2023.

² The most recent data available for this indicator are from 2023.

³ The most recent data available for this indicator are from 2023.

⁴ The most recent data available for this indicator are from 2023.

⁵ The most recent data available for this indicator are from 2023.

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

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Value of business enterprise expenditure in research and development by firms receiving PacifiCan program funding (in dollars)	\$15.7M	March 2024	2021–22: \$77.9M 2022–23: \$28.6M 2023–24: \$48.7M
Percentage of professional, science and technology-related jobs in British Columbia's economy	35.8%	March 2024	2021–22: 35.3% 2022–23: 34.4% 2023–24: 34.7% ⁶
Percentage of companies engaged in collaborations with higher education institutions in British Columbia ⁷	10%	March 2024	2021–22: 10.2% 2022–23: 10.2% 2023–24: 23.9% ⁸

Note 1: Data in the 2022-23 and 2023-24 actual results row are the actual results from British Columbia only. Data in the 2021-22 actual results columns include data from Alberta, Saskatchewan, Manitoba and British Columbia. The reason for this difference is that WD, which was the RDA servicing the four western provinces at that time, transitioned into two separate organizations in 2021-22 – PrairiesCan and PacifiCan.

Businesses are innovative and growing in British Columbia

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of high growth firms in British Columbia	2,072	March 2024	2021–22: 4,490 2022–23: 1,890 2023–24: 2,350 ⁹
Value of exports of goods from British Columbia	\$70.4B	March 2024	2021–22: \$249.6B 2022–23: \$64.7B 2023–24: \$64.7B ¹⁰
Value of exports of clean technologies (in dollars) from British Columbia	\$2.5B	March 2024	2021–22: \$3.5B 2022–23: \$2.45B 2023–24: \$3.25B ¹¹
Revenue growth rate of firms supported by PacifiCan programs	10%	March 2024	2021–22: 13.5% 2022–23: 24.5% 2023–24: 15.7%

Note 1: Data in the 2022-23 and 2023-24 actual results row are the actual results from British Columbia only. Data contained in the 2021-22 actual results columns include data from Alberta, Saskatchewan, Manitoba and British

⁶ The most recent data available for this indicator are from 2023.

⁷ Actual results are based on the latest available data from the 2022 Statistics Canada Survey of Innovation and Business Strategy. Actual results data were not available for British Columbia only. The results are for all western and northern Canada, excluding Alberta.

⁸ The most recent data available for this indicator are from 2024.

⁹ The most recent data available for this indicator are from 2023.

¹⁰ The most recent data available for this indicator are from 2022.

¹¹ The most recent data available for this indicator are from 2023.

Columbia. The reason for this difference is that WD, which was the RDA servicing the four western provinces at that time, transitioned into two separate organizations in 2021-22 – PrairiesCan and PacifiCan.

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

Details on results

As a convener, pathfinder, advisor and investor, PacifiCan worked in communities and with businesses and organizations across the province to support projects and initiatives that advance economic development in British Columbia. In 2023-24, PacifiCan invested over \$141 million in 257 projects to help communities and businesses innovate, grow and export. Furthermore, in the same period, PacifiCan funding recipients supported over 2,800 SMEs, helped to create 5,500 jobs and helped businesses grow their revenue by \$1.74 billion across British Columbia.

PacifiCan’s core responsibility was advanced through its key economic development programming:

- [Regional Economic Growth through Innovation \(REGI\)](#)
 - [Business Scale-up and Productivity \(BSP\)](#)
 - [Regional Innovation Ecosystems \(RIE\)](#)
- [Community Economic Development and Diversification \(CEDD\)](#)
- [Economic Development Initiative \(EDI\)](#)
- [Pacific Business Service Network \(PBSN\)](#)

To help high-growth potential companies across British Columbia to scale-up, PacifiCan launched the Business Acceleration Pilot (BizAP) in October 2023. This three-year pilot is the first economic development initiative delivered through PacifiCan’s core programs that was informed by, designed by, and implemented to respond directly to British Columbians’ needs and circumstances. By working with partners to accelerate the growth of existing businesses, BizAP’s goal is to increase the number of medium- and large-sized businesses operating in British Columbia. An important part of developing BizAP was active engagement with stakeholders and experts, which not only informed the purpose, design, and parameters of the pilot, but also reflected the Agency’s commitment to being placed-based and focused on opportunities unique in British Columbia.



Figure 1: Minister Sajjan delivers remarks at the BizAP launch event.

In addition to its core programs, PacifiCan continued to support the rebuilding of Lytton through the [Lytton Homeowner Resilient Rebuild](#) and the [Lytton Business Restart Programs](#), implemented the [Regional Quantum Initiative](#), and launched the new [Tourism Growth Program](#) (TGP). The TGP is a central component of [Canada's Tourism Growth Strategy](#), which charts a course for growth in Canada's tourism sector. As a new three-year program, TGP is helping companies and not-for-profit organizations position British Columbia as a destination of choice for domestic and international visitors, while creating lasting prosperity in communities across the province. PacifiCan delivers the TGP in British Columbia through the leadership of its regional offices, responding to the unique needs of communities across the province. Because Indigenous tourism is vital to the economic development of Indigenous communities and supports the growth of the province's tourism sector, approximately 15 percent of the TGP funding will be dedicated to Indigenous tourism initiatives.

In 2023-24, PacifiCan also continued to monitor and collect results from its time-limited programs that supported British Columbia's economic recovery from the COVID-19 pandemic: the Jobs and Growth Fund (JGF), the Canada Community Revitalization Fund (CCRF), the Tourism Relief Fund (TRF), and the Aerospace Regional Recovery Initiative (ARRI). Originally announced in Budget 2021, these programs allowed PacifiCan to make strategic investments to position British Columbia for future economic growth. While these programs are no longer accepting applications, many projects are multi-year in nature and continued to demonstrate results. PacifiCan also continued to monitor and work with 285 small- and medium-sized businesses that received time limited funding to offset the negative impacts of COVID-19. Repayment monitoring continued for over 1800 projects repaying their Pacifican Regional Relief and Recovery Fund contributions. PacifiCan resources continued to be deployed to help recipients successfully conclude projects.

The following section describes the results for Economic Development in British Columbia in 2023–24 compared with the planned results set out in PacifiCan’s departmental plan for the year.

Communities are economically diversified in British Columbia
PacifiCan helps communities in British Columbia access economic development opportunities and build resilience. The Agency strives to increase the participation of underrepresented groups across the economy to ensure inclusive economic growth.

Results achieved

- In 2023-24, PacifiCan’s investments created over 3,000 jobs in communities across British Columbia.
- The Agency provided \$7 million to 12 CEDD projects that resulted in 1,534 businesses created, expanded or maintained and more than 750 SMEs assisted.
- Community Futures organizations, members of the PBSN, provided 606 loans valued at \$36.6 million to rural SMEs, creating or maintaining 1,836 jobs across British Columbia.
- The Agency met its target for the percentage of SMEs majority-owned by persons with disabilities in British Columbia.
- The Agency did not, however, achieve its target for the percentage of SMEs majority owned by women, Indigenous people, youth, and visible minorities in British Columbia. Persistent labour shortages experienced in 2022 and 2023 disincentivized equity-seeking groups from starting businesses because there were other employment opportunities available. For example, youth employment increased between 2021 and 2023, indicating that younger people may have moved away from entrepreneurship during this time, taking full-time employment opportunities instead.
- PacifiCan did not achieve its target of 1.1 for the amount leveraged per dollar in community projects due to the challenging economic climate. Applicants’ cashflow positions and their ability to take on capital development projects were negatively impacted.

Community Futures Sunshine Coast West Coast Wilderness Lodge, Egmont (PBSN)
<p>West Coast Wilderness Lodge is a cornerstone of the Sunshine Coast community. This boutique resort offers corporate retreats and weekend getaways, drawing visitors to the region and creating jobs in their community.</p> <p>Faced with challenges to secure conventional funding, the Lodge turned to Community Futures Sunshine Coast, a PBSN network partner supported by PacifiCan. Community Futures provided loans to support lodge upgrades and a zodiac boat for excursions to Princess Louisa Inlet. Funding from Community Futures also allowed the lodge to add six guest units and improve their overall financial stability.</p> <p>With this support, West Coast Wilderness Lodge achieved significant growth and boosted the local tourism economy, including hiring 30 additional staff and increasing international visitors by 300 percent.</p>

FPIinnovations (CEDD)

FPIinnovations is a not-for-profit research and development organization creating both economic opportunities and sustainable solutions in the forestry sector.

With \$1.6 million in PacifiCan funding, FPIinnovations is delivering the Indigenous Innovative Bioeconomy Demonstration Project. This program provides technical training and product development support for Indigenous communities looking to enter British Columbia's forest bioeconomy. In the bioeconomy, forest materials are sustainably managed to make a variety of products, from housing insulation to face cream.

Through this program, Indigenous communities are also harnessing clean energy from forest materials and exploring new opportunities to generate revenue.

This program is fostering Indigenous participation and leadership in British Columbia's emerging forest bioeconomy. With PacifiCan's support, the program has already created over 500 jobs and supported 47 community-based projects.



Figure 2: FPIinnovations is developing sustainable resource management and innovative forest product solutions.

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

PacifiCan supports firms to commercialize new technologies, scale up operations, and improve productivity. Most of the Agency's funding in this area directly supports businesses as they accelerate their growth by improving productivity, scaling their business and commercializing technology.

Results achieved

- In 2023-24, PacifiCan supported 59 projects, resulting in over 1,200 jobs created and more than \$219 million in export sales growth.¹²
- Through 27 BSP projects, businesses reported more than \$405 million in revenue growth and over 120 high quality jobs created. This scaling up allowed businesses to reach new markets and increase sales, helping to create lasting economic benefits for British Columbians.
- The Agency exceeded its targets for the percentage of companies engaged in collaborations with higher education institutions in British Columbia.
- PacifiCan also exceeded its target for the value of business expenditures in research and development by firms receiving program funding.
- The Agency did not meet its target for percentage of professional, science and technology-related jobs in British Columbia. Jobs in other sectors of the economy (such as in arts and entertainment), grew faster than those in professional, science and technology industries over the last two fiscal years. As such, it is expected the proportion of jobs in British Columbia in this industry declined, which impacted the Agency's ability to meet its target.

Indigenous Digital Accelerator program (RIE)

Launched through Capilano University, the Indigenous Digital Accelerator program is working towards meeting the growing demand within British Columbia's technology, digital creative and cultural sectors.

As the first Indigenous digital accelerator established in Western Canada, the Indigenous Digital Accelerator program is focused on addressing significant gaps in the participation of Indigenous peoples in the high tech and digital-creative industries.

Through dedicated space offered by Capilano University, the program provides start-ups and companies with hands-on mentoring and technical advice.

Over \$1.9M in PacifiCan funding has helped Capilano University achieve results, including:

- assisting nearly 20 British Columbia-based businesses,
- providing advanced training to over 60 experts, and
- providing training to over 30 youth participants.

¹²Represents the total approved projects and results under this departmental result.



Figure 3: The Indigenous Digital Accelerator program provides Indigenous entrepreneurs with access to technology-based training, national and international markets, and industries where Indigenous under representation exists.

Businesses are innovative and growing in British Columbia

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

Results achieved

- In 2023-24, PacifiCan's investments created over 1,700 jobs and generated over \$1.173 billion in export sales growth.
- PacifiCan approved 10 new RIE projects in 2023-24, for a total multi-year assistance investment of \$27 million.
- 22 RIE projects reported assisting more than 365 SMEs and creating over 390 jobs.
- PacifiCan exceeded its target for number of high-growth firms in British Columbia.
- The revenue growth rate of firms supported by PacifiCan programs exceeded the target set for 2023-24.
- The Agency also exceeded its target for the value of exports of clean technologies from British Columbia.
- The Agency did not meet its target for value of exports of goods from British Columbia. The province's goods exports are predominately natural resource products. The value of these products is affected by changes in global commodity markets and the relative value of the Canadian dollar, both of which were low in the last two fiscal years.

Key risks

In 2023-24, affordability remained a key challenge for British Columbians due, in part, to high interest rates, and the highest average housing costs and debt loads in the country. Despite record population growth, labour shortages persisted in some of the province's largest employment sectors, including construction and healthcare. High interest rates also placed financial pressure on businesses, many of which were still recovering from debt accrued during the COVID-19 pandemic.

A lack of business investment continues to create a challenging business environment in British Columbia. In 2023,¹³ \$1.2 billion in venture capital was raised in the province, a 25% decline from 2022.¹⁴ This compromises innovation, productivity, long-term economic growth and employment opportunities for young people, who are increasingly migrating to other provinces where the cost of living is lower.

British Columbia's economic development continues to vary significantly across the province, with capacity to lead and partner in economic development activities more limited in some regions than others.

Several major projects that drive regional economies wound down in 2023, creating further economic challenges, particularly in rural and remote communities. Over \$100 billion worth of major projects in British Columbia were completed, with far fewer expected to start in 2024 (\$20 billion). The value of new capital invested into proposed major projects declined in all regions of the province in 2023, relative to 2022, except the Kootenays (+16.7%), Thompson-Okanagan (+3.5%), and Mainland/Southwest (+3.2%). The largest decrease in new investment in major projects was in the North Coast (-38.2%) where investments in natural resources drive revenues and jobs.¹⁵

To help British Columbians mitigate these risks, PacifiCan:

- Enhanced regional presence and relationships with local businesses, innovators, and communities to strengthen relationships, information-sharing, and partnerships;
- Used these deeper relationships and better understanding to tailor program design and delivery to address specific economic development needs;
- Leveraged its local presence and knowledge to ensure British Columbians' economic development needs were better reflected in national policy and program decision-making; and,
- Continued to invest in innovation that will build enduring prosperity.

Resources required to achieve results

Table 2: Snapshot of resources required for Economic Development in British Columbia

Table 2 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	167,145,217	180,430,991
Full-time equivalents	139	140

¹³ When 2022 or 2023 is used a standalone, it references the calendar year not fiscal year.

¹⁴ [Canadian Venture Capital and Private Equity Association. Year-End 2023 report.](#)

¹⁵ [British Columbia Major Projects Inventory](#)

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

Related government-wide priorities

Gender-based analysis plus

PacifiCan implements gender-based analysis plus by tailoring programs, services, policies and initiatives to meet the diverse needs of British Columbians. Supporting more inclusive economic participation provides more people the opportunity to contribute to and prosper from British Columbia's growing economy. This includes fostering opportunities for underrepresented groups, such as Indigenous peoples, women, youth, 2SLGBTQI+, persons with disabilities, newcomers to Canada, and members of official language minority communities.

PacifiCan's programming provides organizations owned or led by underrepresented groups with funding, business services and training. The Agency collects and analyses demographic information on the ownership and/or leadership of the organizations it supports to identify access issues, drive decisions with evidence, and monitor outcomes. In 2023-24, PacifiCan funded 44 small and medium sized organizations that were partially or fully owned by members of underrepresented groups. Collectively, the value of these projects was \$74.3 million, representing approximately 61.5% of the total funding approved, advancing the Agency's commitment to growing an inclusive economy.

The Agency has also developed a policy framework to guide PacifiCan's support for Indigenous economic development in British Columbia. Specifically, it will guide PacifiCan's efforts to increase Indigenous participation in PacifiCan's programs and services, facilitating active engagement and fostering relationships with Indigenous partners throughout the province. To support Indigenous economic inclusion, the Agency set a 15% program funding target for Indigenous tourism under the TGP.

PacifiCan is also focusing on Indigenous inclusion in its workplace and culture; for example, by providing formal and informal learning opportunities and resources such as a guide to territorial acknowledgement. These efforts will support employees to expand their cultural competency and knowledge of Indigenous culture and issues.

The Agency continues to foster a safe, respectful, healthy workplace, and one that reflects Canada's population. PacifiCan's hiring managers undertook training and implemented tools designed to mitigate biases and barriers in the recruitment process. This work resulted in increasing representation in all equity groups. PacifiCan staff created a "Culture Canvas", mapping out PacifiCan's culture and values. In the creation of this internal guidance document, cultural priorities of health, wellness, diversity, authenticity, and psychological safety were some of the prevalent themes explored. The document is used as a reference to onboard and support staff actions, governance, and decision-making.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals
PacifiCan contributes to four United Nations Sustainable Development Goals (SDGs). The Agency's investments in clean growth supports SDG 8 – Decent Work and Economic Growth; its Indigenous procurement targets support SDG 10 – Reducing Inequalities; continued work in green procurement supports SDG 12 – Responsible Consumption and Production; and the development and implementation of a social procurement strategy supports 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 the Agency's [Departmental Sustainable Development Strategy](#).

Innovation

In 2023-24, PacifiCan established its first socio-economic research agenda. It provides a roadmap to a deeper understanding of the unique and differing economic realities of British Columbians living across the province. This work allows PacifiCan to build a more focused, locally informed approach to economic development that puts people at the center of fostering innovation, business growth, and strengthening resilience in urban, rural, and Indigenous communities.

As part of the research agenda, PacifiCan undertook two research projects to better understand the British Columbian economy:

- [British Columbia Global Entrepreneurship Monitor](#) report (led by the Centre for Innovation Studies) - the first survey of British Columbian entrepreneurs in over a decade; and,
- [British Columbia Capital Compass](#) (led by Innovate B.C., InBC Investment Corporation, and New Ventures BC) - a new open-data platform that provides a dynamic view into the province's capital and business landscape.

These projects have helped to deepen knowledge about the British Columbian economy by making research findings and data tools publicly accessible.

PacifiCan also undertook an internal project to define place-based economic development within the Agency's operating context. Canada's Regional Development Agencies are inherently place-based organizations. Their raison d'être is to design and deliver Government of Canada economic development interventions in ways that are tailored to their respective regional economies. The project began from the premise that effective partnerships with local actors are fundamental for success because economic development is most likely to endure when it is aligned with the priorities, assets and capabilities of a community, creating value long after an investment is made, or action is taken. The project activities comprised research, staff engagement and analysis phases that informed a definition of place-based economic development and recommendations to advance PacifiCan's place-based work.

PacifiCan defines place-based economic development as activities and partnerships that build strong, enduring regional economies by intentionally advancing initiatives in particular locations that:

- Take into account the geographic, demographic and economic realities of the place;
- Harness local knowledge, networks, assets and ambitions;
- Recognize that thriving regional economies are built on strong local economies;
- Advance economic inclusion for Indigenous communities and other underrepresented groups;
- Support firms, workers and entrepreneurs to improve performance, leading to better incomes and standards of living for all;
- Engage stakeholders and partners to connect local and regional opportunities to national and international opportunities; and,
- Use evidence to inform strategy, capture outcomes and celebrate successes.

This definition will serve as a touchstone for PacifiCan’s economic development work.

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](#).

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

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

Progress on results

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

In 2023-24, PacifiCan worked closely with Public Services and Procurement Canada to establish PacifiCan’s head office in Surrey.

The Agency continued to collaborate with other government departments such as Prairies Economic Development Canada and the Atlantic Canada Opportunities Agency for shared internal services in

Finance, Human Resources Compensation and Classification, Information Management and Information Technology, and Procurement and Contracting to efficiently serve its clients.

At the same time, PacifiCan made significant progress in building and strengthening some of its internal services capacity. For example, PacifiCan has built capacity in Real Property Management, Human Resources Labour Management and Staffing and continued to build Corporate Security.

PacifiCan enhanced internal communications with the launch of a new intranet, aimed at keeping employees informed, engaged, and connected. The Agency also introduced its first-ever Communications Strategy, including an internal communications and engagement plan, which establishes a roadmap to promote collaboration and transparency within the organization, and guide external communications and engagement to advance PacifiCan’s overall Strategic Plan and expand our reach.

Externally, PacifiCan improved its reach across social media platforms and refreshed its website, ensuring better visibility, accessibility and engagement with key audiences. The Agency also successfully launched new funding programs and announced more than 180 projects, supporting entrepreneurs, innovators, and communities throughout British Columbia. These efforts solidified PacifiCan’s role as a key partner in driving regional growth and innovation.

Since its inception, PacifiCan has embedded inclusivity in its core organizational values and practices. This is reflected in the organization’s Culture Canvas - a guide to organizational values, principles, and code of conduct for all employees.

Throughout 2023-24, PacifiCan strengthened its staffing recruitment processed by implementing tools, resources, and training to foster inclusive hiring practices. For example, hiring managers undertook required training on how to mitigate biases and barriers in the recruitment process, integrated these learnings into their hiring processes which were supported by agency specific tools. As a result, hiring managers understand how best to advance inclusive recruitment for the Agency. In addition, PacifiCan launched an Inclusion, Diversity, Equity and Accessibility working group to advance inclusion and accessibility.

Resources required to achieve results

Table 3: Resources required to achieve results for internal services this year

Table 3 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	8,928,973	10,278,989
Full-time equivalents	33	51

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

Contracts awarded to Indigenous businesses¹

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’s result for 2023-24:

Table 4: Total value of contracts awarded to Indigenous businesses¹

As shown in the Table 4, PacifiCan awarded 30.02% of the total value of all contracts to Indigenous businesses for the fiscal year 2023-24.

Contracting performance indicators	2023-24 Results
Total value of contracts awarded to Indigenous businesses ² (A)	\$450,847
Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$1,501,607
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses [A / (B–C) × 100]	30.02%
<ul style="list-style-type: none"> ¹ For the purposes of measuring performance against the minimum 5% target for fiscal year 2023–24, the data in this table are based on how Indigenous Services Canada (ISC) defines “Indigenous business”, which is one that is owned and operated by Elders, band and tribal councils; registered in the Indigenous Business Directory; or registered on a modern treaty beneficiary business list. ² Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards above \$10,000 and may include subcontracts with Indigenous businesses. ³ Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10,000. 	

In its 2023–24 Departmental Plan, PacifiCan forecasted that by the end of 2023–24 it would award 6.7% of the total value of its contracts to Indigenous businesses. However, due to greater demand than anticipated to upgrade and replace aging IT, there was a higher-than-expected number of contracts for this work. For example, IT equipment upgrades and replacements accounted for approximately 18% of contract amounts awarded to Indigenous business in 2023-24. By fiscal year end, 30.02% of contacts were awarded to Indigenous businesses.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department's actual and planned expenditures from 2021–22 to 2026–27.

Budgetary performance summary

Table 5 Actual three-year spending on core responsibilities and internal services (dollars)

Table 5 presents how much money PacifiCan spent over the past three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
Economic Development in British Columbia	167,145,217	201,146,854	<ul style="list-style-type: none">• 2021–22: 164,985,169• 2022–23: 214,814,825• 2023–24: 180,430,991
Internal services	8,928,973	10,687,830	<ul style="list-style-type: none">• 2021–22: 3,720,617• 2022–23: 7,268,222• 2023–24: 10,278,989
Total	176,074,190	211,834,684	<ul style="list-style-type: none">• 2021–22: 168,705,786• 2022–23: 222,083,047• 2023–24: 190,709,980

Analysis of the past three years of spending

Note: PacifiCan was established on August 6, 2021.

The overall decrease in PacifiCan's spending from 2022-23 to 2023-24 is attributed to the conclusion of time-limited programs, including the Haisla Bridge and the programs announced in Budget 2021. The time-limited programs announced in Budget 2021 provided targeted funding to support pandemic relief and recovery, which included the CCRF, TRF, JGF, ARRI and Major Festivals and Events Support Initiative (MFESI).

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

Table 6 Planned three-year spending on core responsibilities and internal services (dollars)

Table 6 presents how much money PacifiCan’s plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Economic Development in British Columbia	111,806,519	107,080,242	101,410,753
Internal services	8,964,534	7,267,057	7,241,517
Total	120,771,053	114,347,299	108,652,270

Analysis of the next three years of spending

A decrease in the next three years’ planned spending is primarily due to the conclusion of the time-limited programs announced in Budget 2021 which include the CCRF, the TRF, the JGF, the ARRI, and the MFESI.

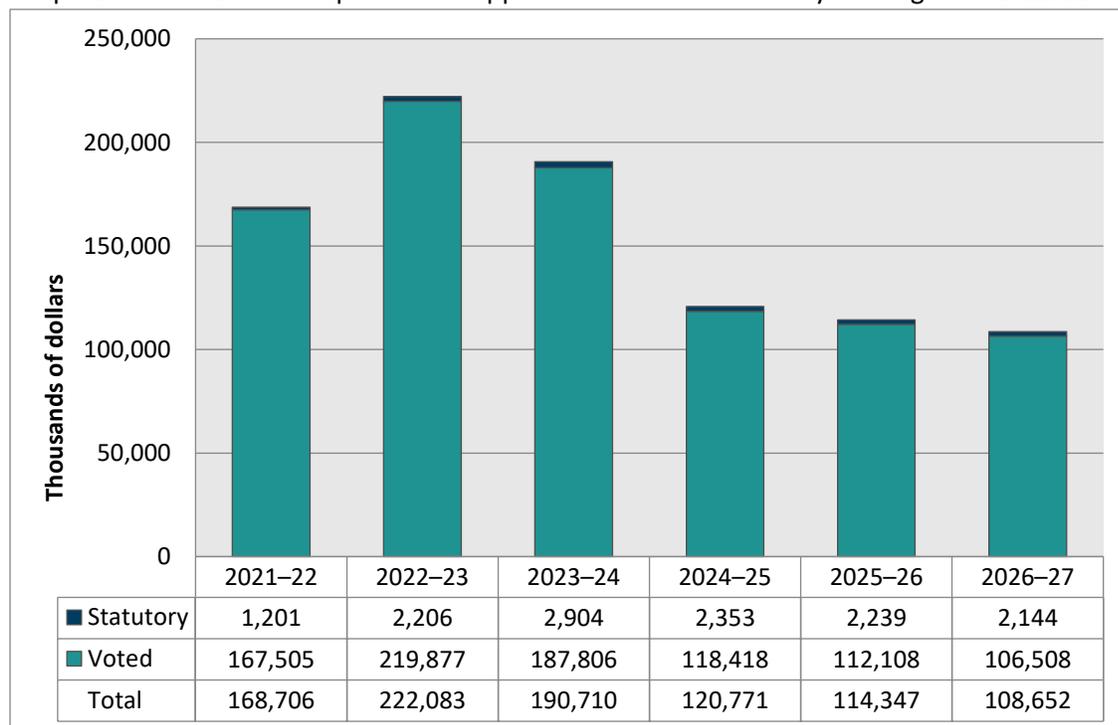
More detailed financial information from previous years is available on the [Finances section of GC Infobase](#).

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 2021-22 to 2026-27.



Text version of graph 1

	2021-22 Thousands (\$000)	2022-23 Thousands (\$000)	2023-24 Thousands (\$000)	2024-25 Thousands (\$000)	2025-26 Thousands (\$000)	2026-27 Thousands (\$000)
Statutory	1,201	2,206	2,904	2,353	2,239	2,144
Voted	167,505	219,877	187,806	118,418	112,108	106,508
Total	168,706	222,083	190,710	120,771	114,347	108,652

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

Note: PacifiCan was established on August 6, 2021.

The decrease in PacifiCan’s statutory and voted funding from 2022-23 to 2023-24 is attributed to the conclusion of the time-limited programs, including the Haisla Bridge and the programs announced in Budget 2021. Budget 2021 programs include the CCRF, the TRF, the JGF, the ARRI, and the MFESI. In 2024-25, the authorities will return to ongoing program authorities’ level.

For further information on PacifiCan’s departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

Financial statement highlights

PacifiCan’s [complete financial statements](#) (unaudited) for the year ended March 31, 2024, are available online.

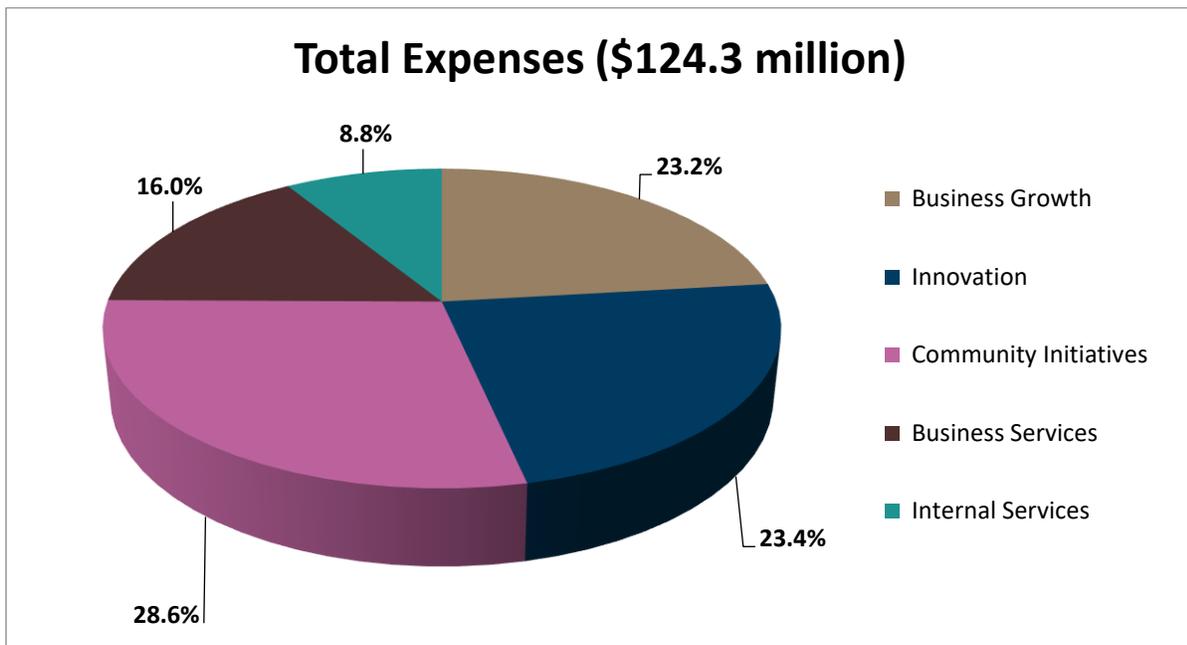
Table 7 Condensed Statement of Operations (unaudited) for the year ended March 31, 2024 (dollars)
Table 7 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2023–24 planned results	Difference (actual results minus planned)
Total expenses	124,251,022	148,051,127	(23,800,105)
Total revenues	0	57	(57)
Net cost of operations before government funding and transfers	124,251,022	148,051,070	(23,800,048)

The 2023–24 planned results information is provided in PacifiCan’s [Future-Oriented Statement of Operations and Notes 2023–24](#).

Table 8 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2022–23 actual results	Difference (2023-24 minus 2022-23)
Total expenses	124,251,022	172,062,761	(47,811,739)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	124,251,022	172,062,761	(47,811,739)

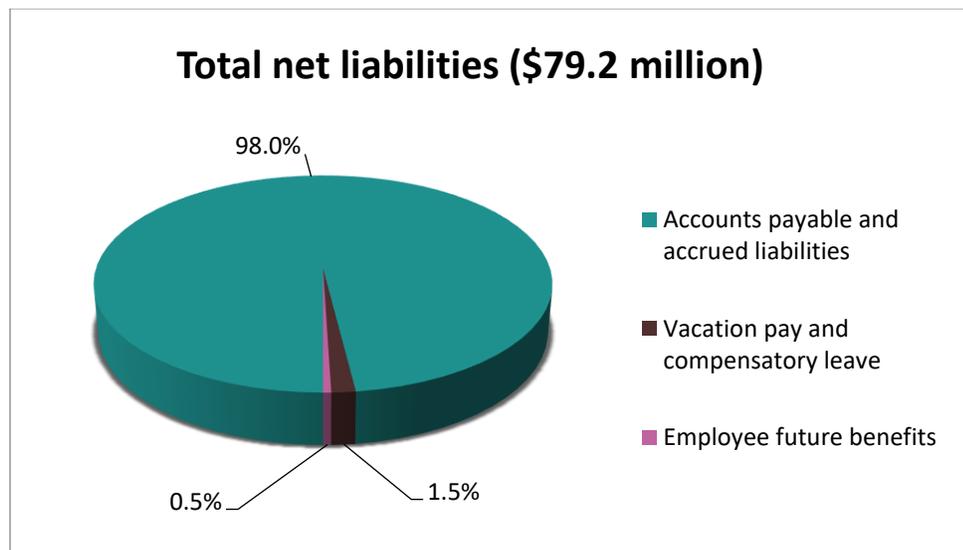


Total expenses were \$124.3 million in 2023-24, a net decrease of \$47.8 million (28 percent) over 2022-23. This decrease is primarily due to the conclusion of Budget 2021 programs including TRF (\$35.5 million), CCRF (\$14.4 million), and the MFESI (\$7 million) and the completion of the Haisla Bridge (\$23.5 million). These decreases are offset by increases in operating expenses (\$7.9 million), REGI (\$6.6 million), Western Diversification Program (\$6.5 million), JGF (\$4.3 million), ARRI (\$3.6 million), and the National Quantum Strategy (\$2.6 million).

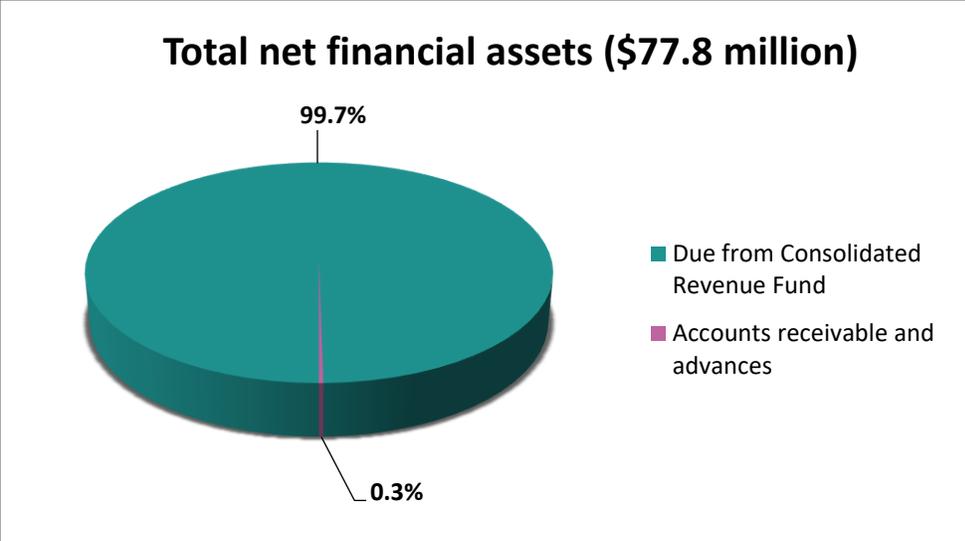
Table 9 Condensed Statement of Financial Position (unaudited) as of March 31, 2024 (dollars)

Table 9 provides a brief snapshot of the department’s liabilities (what it owes) and assets (what it owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	79,191,483	85,891,992	(6,700,509)
Total net financial assets	77,765,471	84,690,207	(6,924,736)
Departmental net debt	1,426,012	1,201,785	224,227
Total non-financial assets	77,499	3,825	73,674
Departmental net financial position	(1,348,513)	(1,197,960)	(150,553)



Total net liabilities were \$79.2 million in 2023–24, a net decrease of \$6.7 million (8 percent) over 2022–23. This year-over-year net decrease is attributed to (i) reduction in accounts payable funded under the CCRF and the TRF, and (ii) the establishment of accounts payable balances for the RIE and BSP programs and the National Quantum Strategy.



Total net financial assets were \$77.8 million in 2023-24, a decrease of \$6.9 million (8 percent) over 2022-23. This year-over-year decrease in these assets primarily consists of "Due from Consolidated Revenue Fund" (\$77.6 million) which is used to discharge PacifiCan's liabilities. Given PacifiCan's liabilities were lower than the previous fiscal year, the "Due from Consolidated Revenue Fund" also decreased.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2021–22 to 2026–27.

Table 8: Actual human resources for core responsibilities and internal services

Table 8 shows a summary of human resources, in FTEs, for PacifiCan’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Economic Development in British Columbia	69	123	140
Internal services	8	41	51
Total	77	164	191

Analysis of human resources over the last three years

Note: PacifiCan was established on August 6, 2021.

The increase in FTEs from 2021-22 to 2023-24 is attributed to staffing for the establishment of the Agency and new service locations. The FTE increase in internal services was to build the corporate functions for the new Agency.

Table 9: Human resources planning summary for core responsibilities and internal services

Table 9 shows information on human resources, in FTEs, for each of PacifiCan’s core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Economic Development in British Columbia	122	122	115
Subtotal	122	122	115
Internal services	48	48	48
Total	170	170	163

Analysis of human resources for the next three years

The base human resource levels are expected to stabilize in 2024–25, as the Agency becomes fully established and time-limited programs conclude.

Corporate information

Departmental profile

Appropriate minister(s):

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

Institutional head:

Naina Sloan, Acting President

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, Prince George, Surrey, Cranbrook, Fort St. John,

Prince Rupert and Campbell River, British Columbia

Ottawa, Ontario

To be established:

Headquarters – Surrey, British Columbia

Departmental contact information

Mailing address:

Pacific Economic Development Canada
1300-300 West Georgia Street, Vancouver, BC V6B 6B4

Telephone:

604-666-6256

TTY:

1-877-303-3388

Fax:

604-666-2353

Email:

info@pacifican.gc.ca

Website(s):

[Pacific Economic Development Canada - Canada.ca](http://PacificEconomicDevelopmentCanada-Canada.ca)

Supplementary information tables

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

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)
- [Response to Parliamentary committees and external audits](#)
- [United Nations 2030 Agenda and the Sustainable Development Goals](#)

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#). 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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

fulltime 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 fulltime equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and 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.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government’s agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What 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.

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](#).

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.