



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique

# **Pacific Economic Development Canada 2026–27 Departmental Plan**

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

Canada 

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# Pacific Economic Development Canada's 2026-27 Departmental Plan

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## At a glance

This departmental plan details Pacific Economic Development Canada's (PacifiCan's) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as PacifiCan's [Vision, mission, raison d'être and operating context](#).

## Key priorities

PacifiCan identified the following key priorities for 2026-27:

- **Invest in British Columbia's strengths:** Anchor long term economic development by investing in innovative businesses with opportunities to scale.
- **Supply Canada:** Connect businesses and communities to opportunities arising from generational investments in major projects, strategic sectors and domestic trade.
- **Grow exports:** Leverage British Columbia's position in the Pacific to help businesses diversify markets and increase exports.

## Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, PacifiCan is planning the following spending reductions:

- **2026-27:** \$ 9,812,491
- **2027-28:** \$ 13,132,534
- **2028-29:** \$ 19,831,934

It is anticipated that these spending reductions will involve a decrease of approximately 14 indeterminate full-time equivalents by 2028-29.

PacifiCan will achieve these reductions by doing the following:

- The Agency will not seek renewal of the Tourism Growth Program beyond its current end date.
- The Agency will not seek renewal of the Regional Quantum Initiative beyond its current end date.
- The Agency will not seek renewal of the Regional Homebuilding Innovation Initiative beyond its current end date.
- The Agency will not seek renewal of temporary funding associated with the Regional Economic Growth through Innovation (REGI) program beyond its current end date of 2028-29 and will reprioritize REGI to focus on its core mandate.

The figures in this departmental plan reflect these reductions.

## **Highlights for PacifiCan in 2026-27**

In 2026-27, PacifiCan will help build one strong Canadian economy and support British Columbia businesses in accessing new economic opportunities. It will focus on creating opportunities through investing in British Columbia's existing and emerging sectors such as technology, manufacturing, and life sciences. The Agency will provide this support through targeted temporary initiatives like the Regional Tariff Response Initiative (RTRI) and the Regional Defence Investment Initiative (RDII), as well as through its ongoing programs like the REGI program and the Community Economic Development and Diversification program (CEDD).

RTRI is part of the Government of Canada's strategy to defend Canadian jobs, industries, and supply chains in the face of trade protectionism that is creating increasingly challenging economic conditions. Through RTRI, PacifiCan will make investments to help British Columbia businesses facing trade and tariff disruptions boost productivity, build more resilient supply chains, and reach new markets.

RDII is one of several investments that is a part of Canada's Defence Industrial Strategy. PacifiCan's investments through RDII will drive research and innovation, strengthen domestic supply chains, and drive growth for Canadian small- and medium-sized defence businesses. Investments made through RDII will also support defence-related and dual-use technology development, technology commercialization and related business scale-up activities.

In 2026-27, total planned spending (including internal services) for PacifiCan is \$180,582,915 and total planned full-time equivalent staff (including internal services) is 181.

## Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called “core responsibilities.”

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

In 2026-27, PacifiCan will focus on supporting British Columbia businesses as part of building one strong Canadian economy. As an on-the-ground federal partner, with in-depth knowledge of local community needs and realities, PacifiCan will help communities and businesses remain resilient and be better-positioned to respond to economic conditions. To advance long-term economic growth and resilience across British Columbia, the Agency will continue to implement its ongoing programs, tailored to regional needs and opportunities. In addition, PacifiCan will continue to support businesses and communities through temporary programs that respond to sectoral or local opportunities and needs, including RTRI and RDII.

Planned spending: \$170,932,833

Planned human resources: 129

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

For complete information on PacifiCan’s total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## **From the Minister**

It is my pleasure to present PacifiCan's Departmental Plan for 2026-27.

As we navigate a time of profound economic transformation, PacifiCan's goals are clear: invest in British Columbia's strengths by scaling-up businesses, supply Canada by connecting businesses and communities to opportunities, and grow exports by helping companies increase productivity and diversify markets.

Central to our efforts for the year ahead are two new investment programs that meet the needs and ambition of British Columbia businesses. The Regional Tariff Response Initiative will make investments to help British Columbia businesses adapt to trade disruptions by pivoting to new paths for growth. The Regional Defence Investment Initiative will strengthen Canada's defence industry – protecting Canadians and driving innovation that creates quality jobs across our province.

We will work with our partners and clients to build enduring prosperity for British Columbians and Canadians. Our province has existing and emerging strengths in areas that are crucial to Canada's future – critical minerals and energy, trade infrastructure, innovation in advanced materials and life sciences, clean tech and AI, shipbuilding and aerospace, and so much more. Canada's future relies on Pacific prosperity, and British Columbians are ready to seize these opportunities.

I invite you to read on and see how PacifiCan is investing in economic growth for British Columbians and all Canadians.



**The Honourable Gregor Robertson**

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

# 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

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)

### Description

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

### Quality of life impacts

This core responsibility contributes to the “Prosperity” domain of the [Quality of Life Framework for Canada](#) and, more specifically, “Productivity” and “Employment,” through all of the activities mentioned in the core responsibility description.

### 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 for Economic Development in British Columbia. Details are presented by departmental result.

**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 Businesses are growing in British Columbia.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of jobs created (Businesses-related projects)	2022-23: N/A 2023-24: N/A 2024-25: 2,634	4,300	March 2027
Number of highly qualified personnel (HQP) jobs created (Businesses-related projects)	2022-23: N/A 2023-24: N/A 2024-25: 1,074	1,750	March 2027

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Value of exports (Businesses-related projects)	2022-23: N/A 2023-24: N/A 2024-25: \$386.5M	\$425M	March 2027
Number of directly assisted PacifiCan recipients that are majority-led by under-represented groups	2022-23: N/A 2023-24: N/A 2024-25: 34	30	March 2027
Revenue growth rate of firms supported by PacifiCan programs	2022-23: 24.5% 2023-24: 15.7% 2024-25: 15%	16%	March 2027

**Table 2: Communities are growing in British Columbia**

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Communities are growing in British Columbia.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of jobs created (Community-based projects)	2022-23: N/A 2023-24: N/A 2024-25: 2,362	45	March 2027
Number of highly-qualified personnel (HQP) jobs created (Community-based projects)	2022-23: N/A 2023-24: N/A 2024-25: 551	20	March 2027
Number of contributing partners engaged in advancing community-based projects (e.g., providing financial or in-kind support)	2022-23: N/A 2023-24: N/A 2024-25: 70	30	March 2027
Value of PacifiCan community economic development investments	2022-23: N/A 2023-24: N/A 2024-25: \$11.3M	\$10M	March 2027
Amount leveraged per dollar invested by PacifiCan in community projects	2022-23: 0.95 2023-24: 0.89 2024-25: 1.5	1	March 2027

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

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Businesses are commercializing technology and adopting technology in British Columbia.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of jobs created (Technology-related projects)	2022-23: N/A 2023-24: N/A 2024-25: 504	700	March 2027
Number of highly qualified personnel (HQP) jobs created (Technology-related projects)	2022-23: N/A 2023-24: N/A 2024-25: 310	280	March 2027
Value of exports (Technology-related projects)	2022-23: N/A 2023-24: N/A 2024-25: \$148.5M	\$89M	March 2027
Number of technologies to market	2022-23: N/A 2023-24: N/A 2024-25: 155	40	March 2027
Value of business sales growth resulting from technology commercialization or adoption	2022-23: N/A 2023-24: N/A 2024-25: \$27.2M	\$75M	March 2027

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 2026-27.

#### Businesses are growing in British Columbia

British Columbia has a diversified business ecosystem that contributes to the overall strength of the Canadian economy. PacifiCan will invest in business growth across key sectors and in all regions of the province.

#### Results we plan to achieve

- Through the [Business Scale-Up and Productivity \(BSP\)](#) program, PacifiCan will invest in high-growth businesses to create well-paying jobs, improve business productivity and/or capture new market share.
- Innovative technology companies and linkages with research institutions are transforming and improving productivity in industries with deep roots in British Columbia’s regional economies. PacifiCan will continue to make investments under the [Regional Innovation Ecosystems \(RIE\)](#) program that support innovative businesses in communities across the

province. PacifiCan will invest in projects that accelerate the adoption and creation of innovative solutions and help drive growth in communities and regional economies.

- PacifiCan will also invest in organizations that contribute to a healthy business ecosystem in British Columbia. A strong business ecosystem helps businesses build on British Columbia's strengths in key sectors by leveraging local assets and ambition. PacifiCan will make investments that help businesses increase exports, compete for talent, attract investment and grow interprovincial trade.
- Generational investments planned for the transportation, natural resources and defence sectors in British Columbia represent a significant opportunity for local businesses. PacifiCan will help British Columbia businesses integrate into the supply chains for major projects and defence procurement, including through investments made through the [Regional Defence Investment Initiative \(RDII\)](#).
- PacifiCan will also invest in projects that help businesses adjust to the impacts of tariffs and make the most of existing trade agreements. For example, under the [Regional Tariff Response Initiative \(RTRI\)](#), PacifiCan will invest in projects to help British Columbia businesses facing tariff-related disruptions to pursue new paths to growth by helping them boost productivity, reduce costs, build more resilient supply chains, and reach new markets.

### **Communities are growing in British Columbia**

PacifiCan staff are located across the province, working in communities to identify and develop local economic opportunities. The Agency builds on British Columbia's strengths by focusing on activities and partnerships that leverage local assets, ambition, and opportunities in both rural and urban communities to attract investment and diversify local economies.

### **Results we plan to achieve**

- 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 increase economic participation and prosperity to help communities grow and create value for British Columbians and Canadians.
- Building on extensive local stakeholder engagement and insights into the economic complexities of British Columbia communities, the Agency is implementing updates to its [Community Economic Development and Diversification \(CEDD\)](#) program. The updated program will help communities attract investment and diversify their economies.
- PacifiCan will invest in and partner with Indigenous organizations, businesses, and communities to grow economic participation and prosperity.
- Through ongoing investments in the [Pacific Business Service Network \(PBSN\)](#), the Agency will support small and start-up businesses and early-stage entrepreneurs by providing advice on business plan development, and access to loans and local peer networks. With PBSN members serving a broad demographic and located across the province, including in rural communities, these investments 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.

**Businesses are commercializing technology and adopting technology in British Columbia**

PacifiCan will help businesses in commercializing and adopting new technologies, supporting improvements in productivity, growth, and competitiveness in Canada and globally.

**Results we plan to achieve**

- PacifiCan will invest in innovative, high-growth businesses through the [BSP program](#). These investments will support businesses at critical periods in their growth trajectories, allowing them to quickly commercialize new technologies, improve productivity and increase sales in both domestic and global markets.
- PacifiCan will also invest in organizations that assist businesses with 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 artificial intelligence, quantum, and defence/dual-use technologies:
  - 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.
  - In addition to helping British Columbia businesses integrate into defence procurement supply chains, through [RDII](#), the Agency will also invest in defence-related and dual-use technology development, commercialization and related business scale-up.

**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	\$170,932,833
Full-time equivalents	129

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

## Program inventory

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

- Business Growth
- Business Services
- Community Initiatives
- Innovation

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](#)
- [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:

- acquisition management services
- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

### Plans to achieve results

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

PacifiCan is taking steps to enhance its ability to deliver strong service while supporting long-term economic development in British Columbia—both now and into the future. The Agency is improving how it works, collaborates, designs programs and delivers results by adopting new tools, such as artificial intelligence (AI), and finding better, faster ways of doing things. These changes are designed to help every employee do their best work while improving how PacifiCan serves British Columbians and Canadians.

A key focus of this work is ensuring that the Agency’s people and workplaces are well equipped to collaborate, innovate, and serve clients effectively. For example, PacifiCan has implemented an independent financial management system, and is exploring the use of automation and artificial intelligence (AI) to process financial transactions, while accurately tracking client accounts and payments. This will help streamline financial reporting to provide management more timely and accurate information to facilitate strategic decision making. It will also allow the Agency to pivot quickly when implementing new programming, while maintaining client focus.

In 2026–27, PacifiCan will continue to implement the Government of Canada’s *Direction on Prescribed Presence in the Workplace* to support a safe, healthy, accessible, and flexible hybrid work environment. This includes improving coordination and coverage between the Agency’s two Lower Mainland offices, in Surrey and Vancouver, providing staff with flexibility while maintaining strong in-person collaboration and client service capacity.

PacifiCan will advance a healthy, inclusive, and high-performing workplace by developing a comprehensive Equity, Diversity, and Inclusion Strategy and implementing the Agency’s updated Accessibility Plan to foster a barrier-free and representative organization. The Agency will continue to champion mental health, wellness, and respect in the workplace by promoting continuous learning, psychological safety, and access to employee supports. PacifiCan will also strengthen leadership and ethical culture through the renewal of the Agency’s Code of Conduct and the enhancement of the performance and talent management framework, ensuring that employees are supported to develop, lead, and uphold the highest public service values.

The Agency will also enhance organizational efficiency and communications. PacifiCan will conduct ongoing reviews of social media practices and channels to help it most effectively reach and engage with clients, partners and the public, including under-represented groups and rural communities. PacifiCan will focus its public communications efforts on diving deeper into PacifiCan’s impact across British Columbia and underscoring the value created by British Columbians. Internally, the Agency will also hone its most impactful internal communications channels, making them easier to use and more efficient to produce.

**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	\$9,650,082
Full-time equivalents	52

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

**Planning for contracts awarded to Indigenous businesses**

PacifiCan made strong progress in 2025-26 in advancing socially responsible procurement practices. The Agency continued to develop an Indigenous Procurement Strategy and began

shaping a broader social procurement approach that promotes equity, opportunity, and community partnerships.

In 2026-27, PacifiCan will fully implement its Indigenous Procurement Strategy, with a focus on increasing contracts for goods or services with Indigenous businesses. Staff will receive the training, tools, and support needed to confidently identify, engage, and collaborate with Indigenous suppliers throughout the procurement process. Procurement staff will also continue to build connections with vendors and strengthen local partnerships.

PacifiCan has set a target of awarding 7% of contracts for goods or services to Indigenous businesses in 2026-27. The Agency’s ongoing focus will be on growing awareness and deepening relationships with Indigenous and underrepresented businesses across British Columbia.

**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	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	18.7 %	6%	7%

**Department-wide considerations**

**In this section**

- [Related government priorities](#)
- [Key risks](#)

**Related government priorities**

**Gender-based Analysis Plus**

PacifiCan is committed to delivering programs and services that support all British Columbians. The Agency applies gender-based analysis plus (GBA Plus) to the design of its policies, programs and initiatives to understand the diverse impacts on people across the province. This includes British Columbians from different geographic regions and underrepresented groups, such as women, Indigenous peoples, Black people, youth, persons with disabilities, and Francophones.

PacifiCan supports businesses and organizations owned or led by underrepresented groups and the organizations that support them by providing funding, business services, and training. The Agency collects information on the identities of owners and leaders of the organizations that apply to PacifiCan programs. These data, in aggregate and with personal identifiers removed, are used to inform program and policy development. This includes assessing and modifying program design and monitoring and reporting on outcomes.

PacifiCan’s Indigenous Economic Inclusion Framework also advances inclusion in the Agency’s workplace, culture, and programs. In 2025, PacifiCan developed tools to measure and assess its

progress on Indigenous participation. For example, the Agency developed an internal dashboard to gain insights into PacifiCan’s Indigenous project portfolio. It also developed a new web page and email address for Indigenous people to better serve prospective Indigenous clients. PacifiCan will continue these efforts in 2026-27.

## **Artificial Intelligence**

PacifiCan is committed to exploring the adoption of artificial intelligence (AI) and automation to improve efficiency, enhance service delivery, and support its mandate. For example, the Agency will implement an “Accelerating AI Initiative” to advance this commitment, shaping how PacifiCan considers and applies AI in the context of economic development in British Columbia.

## **Key risks**

Global trade disruptions and Canada’s uncertain trade relationship with the U.S., particularly the trade-exposed natural resource industries, continue to threaten business growth. As a result, business confidence in British Columbia remains below the provincial historical average.<sup>1</sup>

Looking ahead, the trade and tariff landscape and its impact on businesses and communities are uncertain. Fast-tracked major projects and the push to build more homes will increase the competition for labour in sectors that are already facing skills shortages. At the same time, affordability remains a challenge both for British Columbians and employers. These risks and disruptions could cause delayed, scaled back and/or cancelled projects by PacifiCan’s investment recipients, which could impede the Agency’s ability to deliver results as planned.

To mitigate these risks, PacifiCan will work with applicants and recipients early to help them keep their projects on track or adjust as needed, including seeking to benefit from fast-tracked major projects, generational defence and homebuilding investments, and Buy Canada policies.

In terms of PacifiCan’s internal operations, staff recruitment and retention are affected by the high cost of living across the province, and the demands of delivering a wide range of temporary programs. As needed, the Agency will allocate resources to priority functions to mitigate risks to the delivery of its mandate.

## **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 of planned spending for 2026-27 with actual spending from previous years.

### **In this section**

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

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<sup>1</sup> [CFIB Monthly Business Barometer, October 2025](#)

## Spending

This section presents an overview of the department's planned expenditures from 2023-24 to 2028-29.

### Budgetary performance summary

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

Table 7 presents PacifiCan's spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-2024 Actual Expenditures	2024-25 Actual Expenditures	2025-2026 Forecast Spending
Economic Development in British Columbia	\$180,430,991	\$125,990,809	\$201,624,700
<b>Subtotal (s)</b>	<b>\$180,430,991</b>	<b>\$125,990,809</b>	<b>\$201,624,700</b>
Internal services	\$10,278,989	\$10,557,823	\$11,168,118
<b>Total (s)</b>	<b>\$190,709,980</b>	<b>\$136,548,632</b>	<b>\$212,792,818</b>

### Analysis of the past three years of spending

There was a wind down of temporary programs announced in Budget 2021 that occurred between 2023-24 and 2024-25. The increase in 2025-26 forecasted spending is mostly due to the announcement of new temporary programs, including RTII and RDII.

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 PacifiCan’s planned spending over the next three years by core responsibilities and for internal services.

<b>Core responsibilities and Internal services</b>	<b>2026-27 Planned Spending</b>	<b>2027-28 Planned Spending</b>	<b>2028-29 Planned Spending</b>
Economic Development in British Columbia	\$170,932,833	\$167,044,712	\$106,933,091
<b>Subtotal</b>	<b>\$170,932,833</b>	<b>\$167,044,712</b>	<b>\$106,933,091</b>
Internal services	\$9,650,082	\$9,594,428	\$9,556,551
<b>Total</b>	<b>\$180,582,915</b>	<b>\$176,639,140</b>	<b>\$116,489,642</b>

**Analysis of the next three years of spending**

PacifiCan estimates budgetary expenditures of \$180.6 million in 2026–27. This represents a net increase of \$40.3 million from the 2025-26 Main Estimates. This is due to net increases in contributions and other transfer payments of \$37.4 million, and net increases in operating costs of \$2.9 million. These increases are a result of the approval of temporary programs.

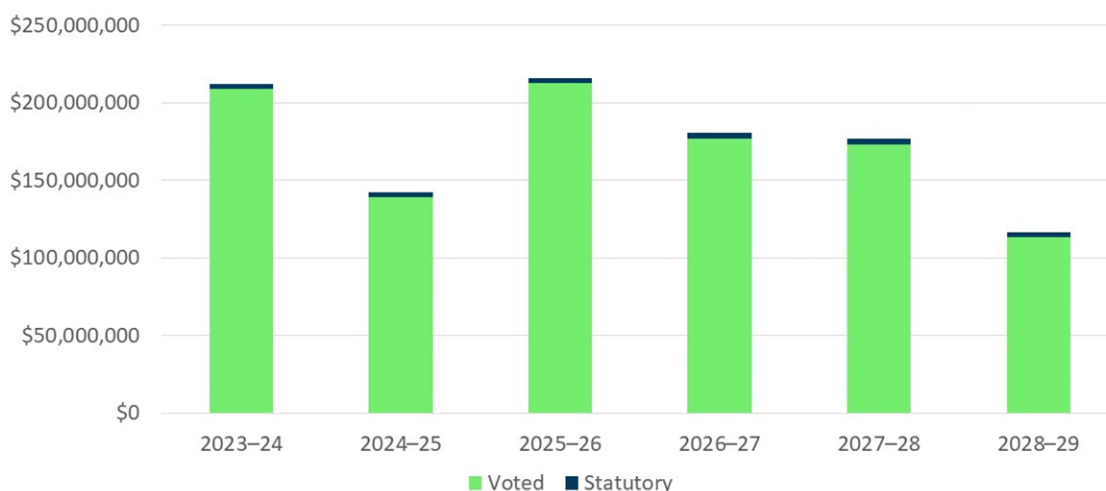
More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

## 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 2023-24 to 2028-29.



Text description of graph 1

Fiscal year	Total	Voted	Statutory
2023-24	\$211,834,684	\$208,930,480	\$2,904,204
2024-25	\$142,423,101	\$139,442,299	\$2,980,802
2025-26	\$215,913,372	\$212,532,659	\$3,380,713
2026-27	\$180,582,915	\$177,000,869	\$3,582,046
2027-28	\$176,639,140	\$173,053,902	\$3,585,238
2028-29	\$116,489,642	\$113,152,711	\$3,336,931

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

The decrease in voted and statutory funding from 2023-24 to 2024-25 is primarily due to the conclusion of temporary programs announced in Budget 2021. The increase from 2024-25 to 2025-

26 reflects new temporary programs announced, which includes RTRI, RDII, and other time limited programs.

The decrease between 2026-27 and 2028-29 reflects the expiry of these new programs as well as others that PacifiCan will not be seeking to renew.

For further information on PacifiCan’s departmental appropriations, consult the [2026-27 Main Estimates](#).

**Future-oriented condensed statement of operations**

The future-oriented condensed statement of operations provides an overview of PacifiCan’s operations for 2025-26 to 2026-27.

**Table 9: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)**

Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. 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	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	\$180,996,456	\$170,443,434	\$10,553,022
Total revenues	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$180,996,456	\$170,443,434	\$10,553,022

**Analysis of forecasted and planned results**

PacifiCan has planned total expenses of \$170.4 million in 2026-27, compared to the forecasted \$181.0 million by year-end in 2025-26. The \$10.6 million difference in total expenses is primarily due to planned decreases in temporary programming and decreases to Agency operating expenses.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2026-27](#), 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 2023-24 to 2028-29.

**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 2025–26 fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Economic Development in British Columbia	140	130	134
<b>Subtotal</b>	<b>140</b>	<b>130</b>	<b>134</b>
Internal services	51	57	61
<b>Total</b>	<b>191</b>	<b>187</b>	<b>195</b>

### **Analysis of human resources over the last three years**

The decrease from 2023-24 to 2024-25 is due to the wind down of temporary programs announced in Budget 2021. The increase in FTEs from 2024-25 to 2025-26 is a result of 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	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Economic Development in British Columbia	129	129	116
<b>Subtotal</b>	<b>129</b>	<b>129</b>	<b>116</b>
Internal services	52	52	51
<b>Total</b>	<b>181</b>	<b>181</b>	<b>167</b>

### **Analysis of human resources for the next three years**

The decrease in FTEs from 2026-27 to 2028-29 results from the completion of the Regional Tariff Response Initiative, Regional Defence Investment Initiative as well as other temporary programs that PacifiCan will not be seeking to renew. This includes the elimination of 14 indeterminate FTEs by 2028-29 through the CER.

## **Supplementary information tables**

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

- [Details on transfer payment programs](#)

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.

## **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), Order in Council [P.C. 2021-0828](#)

Year of incorporation / commencement: 2021

Other:

Headquarters – Surrey, British Columbia

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

### **Departmental contact information**

Mailing address:

Pacific Economic Development Canada  
13401 108 Ave, 5th Floor  
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Telephone: 604-666-6256

TTY: 1-877-303-3388

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Website: <https://www.canada.ca/en/pacific-economic-development.html>

## **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 3year 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 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 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)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

**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.