

**Ministry of  
Jobs, Tourism and Innovation**

**Revised 2011/12 – 2013/14  
SERVICE PLAN**

May 2011



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Ministry of Jobs, Tourism and Innovation,  
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Published by the Ministry of Jobs, Tourism and Innovation

## Message from the Minister and Accountability Statement



British Columbia has tremendous strengths and natural advantages that the Ministry of Jobs, Tourism and Innovation will capitalize on to create jobs and opportunities for families by positioning B.C. as a destination for trade, investment and tourism.

With a new Premier, and a new agenda focusing on the three key priorities of families, jobs and open government, British Columbia has the opportunity to move to the next level of engagement with the world.

Emerging from the severe economic downturn, British Columbia is ready to prosper. At the same time, British Columbia's relationship with its trading partners is changing. According to International Monetary Fund (IMF) forecasts, Asian GDP could exceed that of the G7 major industrial economies by 2030.

No other province is as well positioned—in terms of geography, culture, infrastructure, and tourism and business assets—to serve as Canada's gateway to the growing economies in the Asia-Pacific region.

Increasing our exports of goods and service to foreign markets, increasing tourism in British Columbia, and fostering innovation will be at the core of creating economic activity and jobs throughout British Columbia, which are the foundation of strong families. The Ministry will seek to attract the best and the brightest to B.C. and will train British Columbians for the job opportunities that will come from enhancing economic growth in all regions.

To realize this vision, the Ministry will concentrate on the following key priorities:

- Identifying key sectors with growth potential that government can focus its efforts on to support the creation of high-value jobs for B.C. families.
- Increasing exports of goods and services to the growing economies in the Asia-Pacific. By building upon our success in increasing lumber exports and taking B.C.'s advantage as Canada's Pacific Gateway to the next level, we will secure our position as a leader in trade to, and investment from, the Asia Pacific.
- Working with communities across the province to assist them to address economic challenges and to harness opportunities for economic development.
- Ensuring that our labour force is ready to take advantage of job opportunities in growth sectors by ensuring that training, labour development and immigration programs support those opportunities.
- Increasing the level of tourism in British Columbia by out of province tourists, and by British Columbians experiencing the wonders of our great province.

Families will be at the forefront of decisions made by this Ministry. We will also take significant steps to make our Ministry's activities more open and accessible to the people it serves.

The *Ministry of Jobs, Tourism and Innovation Revised 2011/12 – 2013/14 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared and for achieving the specific objectives in that plan.



Honourable Pat Bell  
Minister of Jobs, Tourism and Innovation

May 3, 2011

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## Purpose of the Ministry

The Ministry of Jobs, Tourism and Innovation brings together key lines of government services that can assist all regions of British Columbia. The Ministry will be mobilizing its expertise, resources and relationships to fully leverage emerging economic opportunities—creating jobs for families, and prosperity and sustainability for our communities. Specifically, the Ministry’s work is guided by the vision that: ***British Columbia’s globally competitive economy supports jobs and the success of families and communities across the province.***

The Ministry’s portfolio includes programs that promote a supportive and attractive business environment in B.C. These programs bolster innovation and competitiveness, economic development in all regions, effective marketing of B.C.’s goods and services and investment opportunities, and the promotion of tourism opportunities in B.C.

Our immigration and labour market programs ensure that British Columbia’s highly-skilled and globally-competitive workforce drives innovation and economic growth in all sectors and all regions. Ministry programs, policies, research intelligence, sector leadership and relationship-building all work together to ensure a strong future: enhancing British Columbia’s economic position, capitalizing on emerging opportunities, and tapping into the potential for exceptional job growth and a robust economy.

### Trade and Investment

The Ministry provides integrated trade and investment programs and services to assist B.C. in increasing exports, developing international partnerships, and attracting investment. We market B.C.’s competitive business environment and sector strengths in key markets, and build relationships with industry and government partners (domestic and international) to advance B.C.’s economic interests. Our venture capital programs serve the needs of early stage small businesses seeking to commercialize innovation and expand into global markets.

As the Ministry responsible for the Asia Pacific Initiative, we work to strengthen B.C.’s economic relationship with growing Asian markets including China, Japan, Korea, and India. [Forestry Innovation Investment](#) (FII), a Crown corporation affiliated with the Ministry, will continue to assist the forest sector to take advantage of export opportunities in key markets for forest products and promote B.C.’s sustainable approach to forest management. The success of FII will be replicated for other key sectors.

The Ministry also leads B.C.’s efforts to fight protectionism and reduce and/or eliminate domestic and international impediments to trade, investment and labour mobility. We advance B.C.’s interests with the federal government in international trade negotiations to create opportunities in key markets such as India and Europe, and ensure that the [Softwood Lumber Agreement](#) between the United States and Canada is honoured and B.C.’s interests are protected. We also work to strengthen regional relationships with Alberta and Saskatchewan through the [New West Partnership Trade Agreement](#).

The Ministry will align and integrate marketing efforts across government to aggressively promote the province's unique strategic advantage as [Canada's Pacific Gateway](#) and its growing reputation as an attractive and competitive international trade and investment partner.

## **Economic Competitiveness**

B.C. has a solid foundation from which to build future prosperity. The Ministry will leverage the province's unique comparative advantages—its natural and human resources, geography, and cultural and industrial diversity—to secure short-term economic development and jobs and to build long-term competitive advantages for B.C. in the global economy.

The Ministry identifies competitive advantages, provides economic, sector and competitor analyses for informed decision-making, and develops programs to increase B.C.'s economic advantages.

Enhancing competitiveness means expanding markets, but it also means increasing the value of the goods and services being produced. The Ministry supports research, innovation and entrepreneurial activities to add value in the B.C. economy. This will support the creation of high-paying jobs that give families economic stability and build vibrant communities for future generations.

## **Regional and Rural Economic Development**

Economic growth and diversification of B.C.'s industries benefit regions and rural communities across the province. The Ministry works with regional economic development trusts including the [Columbia Basin Trust](#), the [Nechako-Kitimaat Development Fund Society](#), the [Northern Development Initiative Trust](#), the [Island Coastal Economic Trust](#) and the [Southern Interior Development Initiative Trust](#) to ensure that coordinated efforts result in the best outcomes. The Ministry also coordinates the Provincial government's response to the social and economic effects of the mountain pine beetle epidemic.

The Ministry works with small businesses to advance their economic competitiveness. The [Small Business Roundtable](#), and the business community as a whole, are critical partners to identify actions that government and others can take to increase economic competitiveness. Regulatory reform through [Straightforward BC](#) will continue to be a focus of the Ministry.

## **Tourism**

The Ministry implements domestic and international programs to attract visitors to and throughout B.C. in cooperation with provincial tourism partners. Around the world, competition for tourists is increasing. For British Columbia, the Vancouver 2010 Olympic and Paralympic Winter Games continues to provide opportunities to showcase many of the unique attributes the province has to offer, and to promote B.C.'s tourism, trade and investment opportunities.

To fully capitalize on British Columbia's economic potential and enhanced international exposure, the Ministry will intensify its efforts to effectively promote *Super, Natural British Columbia*<sup>®</sup> to British Columbians to encourage them to vacation in B.C., and to encourage out of province visitors to experience the wonders of our province. This includes working with Crown corporations such as the [BC Pavilion Corporation](#) in promoting the [Vancouver Convention Centre](#) and the new [BC Place Stadium](#).

## **Labour Market Development and Immigration**

By 2019, B.C. is projected to have 1.1 million job openings, seventy-seven per cent of which will require some post-secondary education. British Columbia's population will only provide workers for two-thirds of those jobs, and only 67 per cent of BC's workforce currently possess the level of education required for these jobs. A highly educated labour force is needed to maintain and advance B.C.'s growing and diversifying economy. To address these challenges, the Ministry is taking a leadership role to invest in skills and career development for British Columbians and to attract new workers by establishing British Columbia as a destination of choice to live, study and work for people from across Canada and around the world.

[Skills for Growth: British Columbia's Labour Market Strategy to 2020](#) identifies actions to meet these challenges and to develop the skills needed to capitalize on economic opportunities in every region, and support the creation of sustainable jobs and a higher quality of life for families across the province.

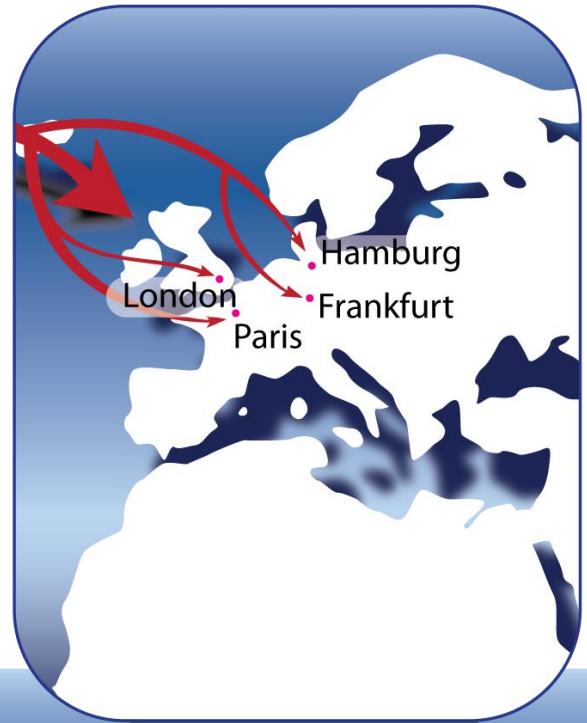
The Ministry's immigration, settlement and labour market programs support the prosperity of B.C. families and the provincial economy by investing in the skills and career development of our students, workers and immigrants. These programs enhance opportunities for success for new, existing and future British Columbians in every region of the province.

## **Research and Innovation**

The Ministry provides funding for research, innovation and technology to continue diversifying the economy and to advance high-growth, high-opportunity sectors to fuel sustained economic growth. The Ministry works with other Ministries such as the Ministry of Advanced Education, and with organizations and advisory groups such as the [B.C. Knowledge Development Fund](#), the [Premier's Technology Council](#), the [British Columbia Innovation Council](#) and the [B.C. Immigrant Investment Fund](#) to identify ways to advance innovation.

The [Year of Science](#) has been a major program focus for the Ministry for the past year, and will continue to be until the program concludes in June 2011. The momentum created by the Year of Science program will ensure that science and innovation are supported, promoted and celebrated in B.C. for years to come.





*The Ministry has tourism, trade and investment representatives located in cities around the world.*

**Legend: International Representatives**

**Trade & Investment:** Bangalore, IN; Beijing, Guangzhou, Shanghai, CN; Hamburg, DE; London, UK; Palo Alto, US; Seoul, KR; Tokyo, JP

**Tourism:** Frankfurt, DE; London, UK; Seoul, KR; Beijing, CN; Sydney, AU; Tokyo, JP

**BC Pavilion Corporation:** Paris, FR; Singapore, SG

**Forestry Investment Innovation Ltd.:** Shanghai, CN; Beijing, CN (satellite)



City skyline, Vancouver

## Strategic Context

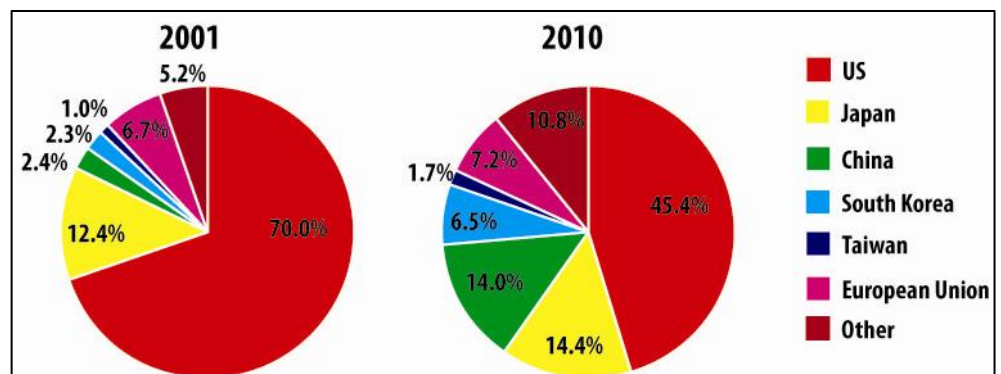
Recovering from the challenging economic environment in the latter part of 2008 and throughout 2009, British Columbia’s real Gross Domestic Product (GDP) grew by 3.3 per cent in 2010. The Economic Forecast Council expects B.C.’s rate of growth to slow in 2011 to 2.6 per cent, before expanding again to 3.0 per cent in 2012. At present, B.C.’s unemployment rate of 8.1 per cent remains above the national average, and well above levels seen in recent years.

British Columbia can improve its economic performance, and faces exciting opportunities to continue to expand its trade with Asia, grow its tourism industry, attract newcomers, strengthen regional economies, increase innovation and productivity, and invest in skills training for its workforce.

### Trade, Investment, and Competitiveness

Markets in Asia are expanding rapidly relative to those of the rest of the world. According to International Monetary Fund (IMF) forecasts, Asian GDP could exceed that of the G7 major industrial economies by 2030. B.C.’s trade with Asia is also increasing. In 2010, 43 per cent of B.C.’s exported goods went to Asia, and 46 per cent went to the United States; a marked change from 2001, when just 21 per cent of B.C. exports went to Asia and 70 per cent went to the United States.

Asia’s dramatic growth has created demand not only for B.C.’s traditional resource products, but also for new products and services such as clean energy/green technology, life sciences, digital media/wireless, education, tourism, financial services, and urban design, planning and development—all areas where British Columbia has expertise and competitive advantages.



B.C. Goods Exports (2001, 2010)

No other province is as well positioned—in terms of geography, culture, infrastructure, and tourism and business assets—to serve as Canada’s gateway to the growing economies in the Asia-Pacific

region. However, further work is required to secure our position as the market of choice for Asia to secure goods and services and as a place for increasing investment and tourism. B.C. relies on trade for its economic development and is tightly integrated into the global trade and investment system. The trade environment has been especially challenging with the global economic downturn and the corresponding decline in trade with the U.S., our largest trading partner. B.C. faces stiff international competition on the trade and investment front, making it critical that our actions are innovative, timely, well-designed, and delivered with excellence.

Small business is the economic engine of the provincial economy: it drives job creation, productivity and economic growth (accounting for 98 per cent of all businesses in British Columbia). There are approximately 395,900 small businesses employing over one million people and generating 32 per cent of the province's GDP. British Columbia's small businesses are leading the way to prosperity, and the Ministry and government must continue to support small business start-up and growth and enhance small business productivity and competitiveness.

### **Regional and Rural Economic Development**

B.C.'s economic growth has not been equally distributed over the past decade, and economic recovery from the recent recession has been inconsistent. While many regions and communities of the province have benefited from improved demand in the construction and service industries, and experienced an economic boost from the Vancouver 2010 Winter Olympics, others continue to experience significant economic development challenges.

Regions that are more dependent on natural resources have unique challenges to economic recovery, including a changing economy and population. Collaboration, economic development support, education and training services are required to assist these communities and regions to leverage their unique competitive strengths. This is particularly true for communities affected by the mountain pine beetle epidemic.

### **Tourism**

British Columbia's tourism industry has seen success in many areas, including market performance, visitor servicing and the further development of world-class tourism products that define the *Super, Natural British Columbia*<sup>®</sup> experience. These successes have come at a time when many obstacles exist that can prevent the industry from realizing its true potential. These include the rising Canadian dollar, limited air access, and world economies that are still slowly recovering. Competition from other jurisdictions is mounting, including a growing number of emerging tourism destinations such as Eastern Europe and Southeast Asia.

To best achieve results in the world's tourism markets British Columbia must undertake highly-focused and aggressive efforts to leverage our key strengths. Heightened global awareness resulting from the 2010 Olympic and Paralympic Winter Games, and a growing Asian middle class with an increased interest in travel represent a significant opportunity. Canada's Approved Destination Status (ADS) with China is a critical asset in building visitation from this enormous market. B.C.'s traditional markets will also continue to play a vital role. In the long term, it is B.C.'s wealth of unparalleled tourism experiences which form the true foundation for continued tourism growth.

## **Labour Market Development and Immigration**

Economic conditions have resulted in an unemployment rate that is higher than has been experienced in recent years. However, with an aging population, a rapidly growing knowledge and innovation economy, and increased globalization, labour shortages are looming. Only 650,000 new labour market entrants are expected to emerge from our post-secondary education system to fill an anticipated 1.1 million job openings. Forecasts indicate that over one third of the job openings will be filled by skilled immigrants. B.C.'s challenge is to make use of every opportunity to build a skilled workforce, and to match that workforce with employers in communities across the province.

Ensuring British Columbians have access to training to benefit from these opportunities is critical, and there is also a need to increase labour market participation of historically under-represented groups across B.C. Of equal importance will be the need to attract new workers from a globally competitive labour market to the province.

## **Innovation**

Research and innovation play a major role in shaping the global economy and in advancing British Columbia's domestic and international competitiveness. Global competition for the world's best and brightest talent is also increasing. It is important that B.C. positions itself to attract and retain world-class researchers, scientists and entrepreneurs and to strengthen B.C.'s competitive position as a leader in research and innovation.

Access to venture capital is critical to realizing the full benefit of innovation. Last year the marketplace for venture capital significantly improved over 2009, with B.C. now second in the country for access to early stage venture capital. The Ministry will continue to support venture capital programming for early stage companies from angel investors as well as expansion capital from fund managers working with the [B.C. Renaissance Capital Fund](#).

## **Climate Change Adaptation**

The Ministry supports the continued implementation of the provincial Climate Change Adaptation Strategy, which calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations and approvals. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses, communities and people.





*Kootenay Lake valley from Buchan Lookout, Kaslo.*

# Goals, Objectives, Strategies and Performance Measures

Each year, the Ministry looks ahead three years and maps out its plans. The development and communication of the resulting goals, objectives and strategies serves to ensure the Ministry's work is clearly linked to the government's goals; that it maintains a focus on the most important priorities; and that it clearly communicates priorities to the citizens of B.C. While resourcing is based on government's original 2011 budget, the following early plans reflect the strengthened economic mandate of the new Ministry of Jobs, Tourism and Innovation. The goals, objectives, strategies and performance measures have been refined and streamlined to reflect the new framework of programs and the refreshed mandate of the new ministry.

## **Goal 1: British Columbia — Canada's Pacific Gateway — is recognized globally as a preferred place to do business and as a destination for investment**

### **Objective 1.1: Increase B.C.'s economic competitiveness.**

#### **Strategies**

- Develop and implement an economic action plan that identifies key sectors that can best support the province's economic success, and those actions required to realise the potential of the key sectors and address barriers to their success.
- Enhance international and inter-provincial commercial ties to stimulate innovation and drive productivity in B.C.
- Advance B.C.'s priorities in the federal government's international trade negotiations by directly participating in the Canada-European Union Comprehensive Economic and Trade Agreement negotiations, supporting Canada's efforts to negotiate a free trade agreement with India and other key trade partners, and responding to the U.S. arbitration filed against Canada under the Softwood Lumber Agreement as a result of BC's sales of timber affected by the mountain pine beetle epidemic.

- Strengthen internal trade across Canada through changes to the Agreement on Internal Trade.
- Build on the success of the B.C. - Alberta Trade, Investment and Labour Mobility Agreement to create more open and competitive markets for the benefit of all consumers, workers, businesses and investors.
- Fully implement components of the British Columbia-Alberta-Saskatchewan New West Partnership Trade Agreement that fall under the responsibility of the Ministry.

**Objective 1.2: Increase B.C.’s trade and investment in priority markets.**

**Strategies**

- Promote investment opportunities in B.C. with investors in Asia, the U.S./Americas, and Europe.
- Showcase B.C.’s products and services using out-bound trade missions, ministerial missions and sectoral trade shows to increase trade and investment activity with key markets including China, Japan, Korea, India, US and Europe.
- Provide services in export market development, investment attraction support, training and information supports, and other global ‘accelerator’ services, to help B.C. exporters expand into new markets and help B.C. communities attract new investment.
- Build on the opportunities afforded by the 2010 Olympic Games business-hosting program that generated new leads for new partnerships and new customers for B.C. products.
- Develop the B.C. business network, relationships with B.C. alumni, and other trade and investment contacts.
- Promote greater awareness of B.C. as Canada’s Pacific Gateway, by leveraging the multi-lingual Asia-Pacific Business Centre at Robson Square in Vancouver as a hub for business activity and industry-driven programming.
- Expand and improve the delivery of the Ministry’s venture capital programs, with an emphasis on encouraging investment in B.C.’s innovative small businesses.

**Performance Measure: Foreign direct investment and venture capital investment facilitated by Ministry programs.**

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Total value of foreign direct investment and venture capital investment facilitated by Ministry programs	\$740m	\$740m	\$805m	\$870m

Data Source: Ministry of Jobs, Tourism and Innovation, and data derived from quarterly reports prepared by Thomson Reuters available at [www.canadavc.com/info.aspx?page=stats](http://www.canadavc.com/info.aspx?page=stats).

**Discussion**

Foreign direct investment helps B.C. grow its industries and secure a position of strength in the global economy. Venture capital programs give small business access to early-stage venture capital, business expertise and contacts for seed stage companies to help them develop and expand. B.C.’s success in attracting foreign direct investment and venture capital market activity supports new and expanding British Columbian businesses.

**Performance Measure: Total number of international business agreements facilitated by Ministry programs.**

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Total number of international business agreements facilitated by Ministry programs	50	55	60	65

Data Source: Ministry of Jobs, Tourism and Innovation.

**Discussion**

International business is critical to the success of companies in British Columbia’s small open economy. Agreements take the form of international purchases of B.C. goods and services (export agreements), research and innovation partnerships, and agreements between industry and government that create the environment for deeper commercial relationships between companies. This measure provides an indication of B.C.’s support to companies and other organisations in their pursuit of international business opportunities.





*A grizzly bear near Bella Coola, on the Cariboo Chilcotin Coast.*

## **Goal 2: B.C.'s regions and rural areas are centres of economic prosperity with vibrant, resilient and sustainable communities**

Regional economic development requires skilled entrepreneurs in all regions with access to capital and, where appropriate, access to government programs that support business and entrepreneurship. In B.C.'s mixed economy, Government works with communities to help them become 'investment ready', and to help smaller communities develop capacity to actually carry out economic development functions.

Small business is vital to the province's economic success. A supportive business climate will improve the province's competitiveness as a place to live, invest, and create jobs. Entrepreneurship and innovation will increase British Columbia's productivity and wealth creation, and facilitate a rise in the standard of living.

### **Objective 2.1: Provide rural regions and communities with access to programs and services that support economic development.**

The Ministry works with communities throughout the province to find the right community-centered solutions to strengthen regional economies.

#### **Strategies**

- Equip regions with the tools they need to identify new economic opportunities, attract new investment, and retain and expand existing businesses.
- Ensure provincial economic development and diversification tools are tailored to meet the needs of rural regions and smaller communities through, for example, Communities First Agreements.
- Support regionally based priority economic development projects through implementation of the \$50 million Western Economic Partnership Agreement (WEPA) between the Province of British Columbia and the federal government's Western Economic Diversification programs.



**Performance Measure: Number of Communities First Agreements signed.**

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Number of Communities First Agreements signed	10	14	N/A <sup>1</sup>	N/A <sup>1</sup>

**Data Source:** Ministry of Jobs, Tourism and Innovation.

The above figures represent a cumulative total.

<sup>1</sup> This three-year pilot program concludes after 2011/12. Whether additional agreements will be signed in subsequent years will be determined by the results of the program evaluation.

**Discussion**

The Ministry is taking a new approach to working with communities on strategic economic development initiatives. Communities First Agreements allow support to be tailored to meet unique community needs. Through these agreements, local governments identify their key priorities for development and prosperity, and the Ministry focuses government resources to meet these communities’ requirements and help achieve their visions for the future.

Communities recognize the value of this innovative approach to community development by providing the time and resources needed to develop the agreements, and by committing to achieve agreed-upon results. The Ministry works with communities to articulate a list of specific results within each agreement, and monitors communities’ progress towards achieving them.

**Objective 2.2: Support regions and communities to mitigate the impacts of the mountain pine beetle epidemic.**

**Strategies**

- Implement the *Provincial Mountain Pine Beetle Action Plan* in collaboration with federal, provincial, First Nations and local governments to mitigate the economic, social and environmental impacts of the mountain pine beetle epidemic.
- In partnership with the federal government, regional Beetle Action Coalitions and other organizations develop and implement high priority mountain pine beetle mitigation initiatives.

**Performance Measure: Number of mountain pine beetle mitigation projects implemented by the Beetle Action Coalitions.**

Performance Measure	2010/11 Forecast <sup>1</sup>	2011/12 Target	2012/13 Target	2013/14 Target
Number of mountain pine beetle mitigation projects implemented to date by the Beetle Action Coalitions <sup>2</sup>	12	24	36	48

**Data Source:** Ministry of Jobs, Tourism and Innovation.

<sup>1</sup> Beetle Action Coalitions began to implement their MPB Mitigation Plans in 2010/11.

<sup>2</sup> Targets represent cumulative totals, with 12 projects to be implemented per year.

### Discussion

The Provincial Government’s response to the MPB epidemic is guided by the *Provincial Mountain Pine Beetle Action Plan*. Under this plan, the Ministry works with the three regional Beetle Action Coalitions to develop MPB mitigation plans. These plans identify the challenges facing each region and recommended actions to mitigate them.

The three Beetle Action Coalitions all completed their MPB Mitigation Plans in 2009/10. In April 2011 government provided \$3 million to each of the coalitions to allow them to implement their plans. The Ministry is working with the regional Coalitions and stakeholders to implement the recommendations and actions to support economic diversification and community development and enhance community resilience, support families and provide jobs. To develop the highest impact projects, the regional Beetle Action Coalitions will focus on regional scale projects that leverage funds from other sources.

More information on the [Omineca](#), [Cariboo-Chilcotin](#) and [Southern Interior](#) Beetle Action Coalitions and their socio-economic adjustment plans can be found on their respective websites.

**Objective 2.3: Create a business climate that supports small business and encourages economic development.**

### Strategies

- Foster cultures of entrepreneurship in British Columbia (e.g., support the Small Business Roundtable and British Columbia Junior Achievement; highlight and celebrate the contributions of British Columbia’s small businesses).
- Through *Straightforward BC: Regulation, Clear and Simple* build an efficient and effective regulatory system in B.C. to promote economic opportunities while protecting public safety, health and the environment.

- Maintain and build partnerships with federal and municipal governments and key organizations to leverage resources, offering services, products and tools to entrepreneurs (e.g., Small Business BC, Building Skills for Small Business Fund).
- Support the expansion of mobile business licences throughout the province to support businesses operating in multiple municipalities.
- Explore new ways to increase small business access to financing.



*Heli-skiing in the backcountry, Coast Mountains.*

## **Goal 3: Improve British Columbia's position as one of North America's preferred tourism destinations from domestic and international markets**

**Objective 3.1: Attract first time and repeat visitors from priority markets.**

### **Strategies**

- Develop and deploy targeted consumer campaigns, customized database marketing and online marketing tactics to increase consumer awareness of British Columbia's tourism products and regions, and to connect consumers with tourism businesses.
- Increase sales of British Columbia product through the travel trade by providing education and sales support to key tour operator accounts.
- Use media relations to generate unpaid media coverage of B.C.'s tourism experiences worldwide.
- Conduct research and evaluation on consumers, markets, products and trends to inform decision making.
- Work with international, national, and B.C.-based partners to further leverage marketing efforts.
- Provide visitors with tourism information, assistance and advice through an integrated Visitor Centre Network, online, contact centre, and connections direct to tourism businesses.
- Improve the visitor experience through affordable, quality customer service training and quality assurance programs.

**Objective 3.2: Maximize efficiency and effectiveness of marketing within the B.C. tourism industry.**

**Strategies**

- Ensure that tourism efforts provincially, regionally and locally are coordinated to achieve the maximum efficiency and effectiveness.
- Leverage regional tourism investment through co-operative marketing programs implemented across the province in regions and communities.
- Work with the tourism industry and federal, provincial and local government agencies to address issues and opportunities impacting tourism growth.
- Assist communities and sectors in increasing the professionalism and market readiness of the industry, developing relevant tourism strategies and increasing overall participation in tourism marketing through programs such as the Community Tourism Foundations®, Community Tourism Opportunities, City Stays, Experiences BC, and Sport Tourism.
- Encourage the growth of Aboriginal cultural tourism in B.C. and First Nations investment in tourism and outdoor recreation ventures.
- Work with partners to address shortages in B.C.'s tourism workforce.

**Industry Performance Indicator: Provincial Tourism Revenues**

Performance Measure	2010/11 (Estimate)	2011/12 Target <sup>1</sup>	2012/13 Target	2013/14 Target
Total Provincial Tourism Revenues <sup>1</sup>	\$13.2B	\$13.9B	\$14.6B	\$15.3B
- Domestic BC Resident Tourism Revenue <sup>1</sup> (see footnote)	\$2.6B	\$2.7B	\$2.8B	\$2.9B
- International / Non-BC Resident Canada Tourism Revenue <sup>1</sup> (see footnote)	\$5.5B	\$5.8B	\$6.1B	\$6.4B

**Data Source:** Provincial Tourism Revenues are calculated by BC Stats, and the information is used by the Ministry to establish future targets. This measure is calculated on a calendar year basis; hence, the 2011/12 target is based on the period from January 1, 2011 to December 31, 2011.

<sup>1</sup>Total Provincial Tourism Revenues are estimated by BC Stats from data on revenues of B.C. tourism businesses and an assessment of their dependence on spending by tourists. Domestic BC Resident Tourism Revenue and International/Non-BC Resident Canada Tourism Revenue are overnight visitor expenditure estimates based on surveys of visitors by Statistics Canada. Because of the two different methodologies, the sum of domestic and international will not necessarily add up to the total. The measures differ for three main reasons: a) Statistics Canada excludes some groups of overnight visitors from their surveys, b) overnight visitor expenditures does not include same day visitors, while total tourism revenue does, and c) pre- and post trip expenditures on tourism goods and services are included in total tourism revenue while overnight visitor expenditures only include expenditures during the trip.

**Discussion**

Provincial tourism revenues are an overarching industry indicator of tourism growth in the province, and a key measure for tracking the health and growth of the tourism industry. Increases and decreases are affected by numerous factors such as exchange rates, fuel costs, international security policies, ease of air travel access, and the provincial, national, and global economy.

**Performance Measure:                   Visitors to HelloBC.com consumer websites worldwide (millions).**

Performance Measure	2010/11 (Forecast)	2011/12 Target	2012/13 Target	2013/14 Target
Visitors to HelloBC.com consumer websites worldwide (millions)	6	6.5	7	7.5

Data Source: Ministry of Jobs, Tourism and Innovation

**Discussion**

This measure tracks the number of visitors to [HelloBC.com](http://HelloBC.com), British Columbia’s tourism consumer website, and is an indicator of the success of marketing programs.



*Kayaking off the coastline of the Queen Charlotte Strait, Vancouver Island.*

**Goal 4: British Columbia has a highly skilled and competitive labour force to support economic growth across the province (the right skills, in the right place, at the right time)**

The Ministry provides leadership to reduce demand-supply gaps in the labour market through integrated programs and information, and to help employers and workers connect efficiently. Immigrants and newcomers do more than increase workforce numbers, they add to community renewal and innovation by contributing their ideas and energy to the social, civic and cultural fabric of the province’s communities and workplaces. By supporting immigrants and newcomers’ successful settlement and integration into communities, B.C. increases the economic, social and cultural contribution of immigrants and secures our reputation as an attractive and welcoming destination for all.

**Objective 4.1: Develop the skills of British Columbians to respond to the needs of regional economies.**

**Strategies**

- Support individual skills development and labour market attachment through the Labour Market Agreement.
- Support employers in key sectors and regions to develop targeted and effective workforce strategies through the Labour Market Partnerships Program.
- Collaborate with our training partners, such as the Industry Training Authority and post-secondary institutions, to deliver skills training that aligns with areas of forecasted labour market demand.
- Develop an immigrant labour market participation strategy and implement sector-specific initiatives to facilitate immigrants’ integration into the labour market and the economy.
- Enhance [workbc.ca](http://workbc.ca) by using innovative platforms and social media to support all British Columbians to make informed education, training and career decisions and to promote entrepreneurship.

**Performance Measure 6: Number of clients supported to access the labour market.**

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Number of clients supported to access the labour market	53,348 <sup>1</sup>	39,317 <sup>2</sup>	39,567 <sup>2</sup>	40,467 <sup>2</sup>

**Data Source:** Ministry of Jobs, Tourism and Innovation.

<sup>1</sup> Includes programs funded by Strategic Training and Transition Fund. Funding for the Strategic Training and Transition Fund concluded at the end of fiscal 2010/11.

<sup>2</sup> Targets are subject to budget appropriations and federal government support.

**Discussion**

This performance measure sets targets for the number of clients served by Ministry programs under the Canada-BC Labour Market Agreement, Strategic Training and Transition Fund, the Targeted Initiative for Older Workers and a portion of the Canada-BC Immigration Agreement. These include Essential Skills training, the Aboriginal training and employment initiative, skills training for employed and unemployed workers, and the BladeRunners program for youth at risk, as well as Skills Connect and English language training for adult immigrants.



**Objective 4.2: Attract and retain new workers and entrepreneurs throughout British Columbia and facilitate integration of them and their families.**

**Strategies**

- Expand and promote the Provincial Nominee Program to attract and retain more immigrants and international students to help meet regional economic and labour market needs.
- Deliver over \$100 million in immigrant settlement and integration services, including on-line client engagement channels to increase access to immigrant services (WelcomeBC.ca).
- Develop and implement social marketing and international talent attraction strategies to promote B.C. as a destination of choice to work and live.
- Improve employers’ access to workers from outside the province by supporting labour mobility, improving foreign qualifications recognition, and implementing pilot projects for Temporary Foreign Workers and International Students.
- Collaborate with local governments, organizations, sectors, and employers to build welcoming and inclusive communities and workplaces in British Columbia.

**Performance Measure: Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program.**

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program <sup>1</sup>	3,660	3,875 <sup>2</sup>	5,000 <sup>2</sup>	5,000 <sup>2</sup>

**Data Source:** Ministry of Jobs, Tourism and Innovation.

<sup>1</sup> The Business and Strategic Occupations/Skilled Workers categories are reported together in this performance measure because the federal government limits the number of applicants that B.C. can nominate.

<sup>2</sup> The federal government has limited the number of PNP nominations for B.C. at 3,500 for the 2011 calendar year. The Ministry will be negotiating B.C.’s allocation of nominations for 2012 and 2013 as part of a new federal-provincial multi-year levels planning process for immigration. Targets are subject to federal government agreement and budget approval.

**Discussion**

The Provincial Nominee Program is designed to increase the economic benefits of immigration to the province by recruiting and retaining skilled and entrepreneurial immigrants based on provincial economic needs, priorities and selection criteria. It offers accelerated immigration for qualified skilled

workers and experienced entrepreneurs and investors who can contribute to the economy. This measure indicates the number of principal applicants (excluding family members) in the Provincial Nominee Program.

## **Goal 5: B.C. is a leader in technology and innovation**

B.C.'s future economy will be shaped by innovation. Collaborative partnerships and knowledge development will be critical to unlocking B.C.'s full economic and creative potential in the years ahead. The ability to capitalize on B.C.'s leading edge research and competitive strengths in key knowledge industries will require unprecedented collaboration between government, post-secondary institutions and industry. It will also require a province-wide effort to build a culture of science in B.C. to ensure a critical mass of people with the knowledge and skills needed to support the knowledge-based economy.

### **Objective 5.1: Foster commercialization and knowledge development through investments in and policies that support post-secondary education, research and innovation.**

#### **Strategies**

- Invest in research and innovation infrastructure at post-secondary institutions through the B.C. Knowledge Development Fund.
- Develop research and innovation policy, manage research related investments, and ensure programs and agencies are aligned with the priorities of the B.C. Research and Innovation Strategy.
- Encourage the development, commercialization and adoption of technologies and processes that align with, and contribute to, B.C.'s economic priorities.
- Work with partners to advance a culture of science and innovation across B.C. that encourages youth to enter the fields of science and engineering, supports the development of entrepreneurs, and promotes economic development.
- Leverage the Year of Science momentum to increase awareness of, and participation in, the sciences that will ensure the viability and success of the provincial economy into the future.

### **Performance Measure: Business enterprise expenditures on research and development.**

<b>Performance Measure</b>	<b>2007/08 Benchmark</b>	<b>2010/11 Forecast</b>	<b>2011/12 Target</b>	<b>2012/13 Target</b>	<b>2013/14 Target</b>
Business enterprise expenditures on research and development (BERD) as a percentage of GDP	0.60%	0.64%	0.65%	0.68%	0.70%

**Data Source:** Gross Domestic Expenditures on Research and Development in Canada, and the Provinces, National Estimates 1998 to 2009, Provincial Estimates 2003 to 2007, vol. 2 no. 1, Statistics Canada, Catalogue no. 88-221-X.



## **Discussion**

The ratio of business enterprise expenditures on research and development (R&D) to gross domestic product is a proxy for the level of innovation in firms. While only partly related to the efforts of the Ministry, it is a key indicator to monitor since higher R&D expenditures help to stimulate the growth of firms, create jobs and ultimately expand the provincial economy. Coherent innovation policies and strategic innovation funding by government helps to create an environment that encourages business investment in research and development. The targeted increases are equivalent to increases of approximately \$50 million per year in business enterprise R&D expenditures.

# Resource Summary

## Resource Summary Table

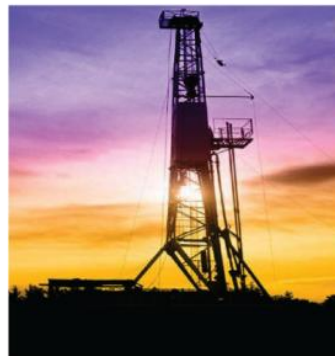
Core Business Area	2010/11 Restated Estimates <sup>1</sup>	2011/12 Estimates	2012/13 Plan	2013/14 Plan
<b>Operating Expenses (\$000)</b>				
<b>Labour Market and Immigration Initiatives</b>	118,417	115,210	111,890	111,892
<b>Economic Competitiveness</b>	16,478	16,404	16,404	16,404
<b>Trade, Investment and Innovation</b>	25,617	17,117	17,117	17,117
<b>Regional Economic Development</b>	7,496	5,407	5,407	5,407
<b>Tourism</b>	48,924	48,930	48,930	48,930
<b>Transfer to Crown Corporations and Agencies</b>	46,142	27,942	27,942	27,942
<b>Executive and Support Services</b>	5,417	5,503	5,503	5,503
<b>Northern Development Fund</b>	500	500	500	500
<b>Total .....</b>	<b>268,991</b>	<b>237,013</b>	<b>233,693</b>	<b>233,695</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Executive and Support Services .....</b>	3,813	3,456	2,890	31
<b>Total .....</b>	<b>3,813</b>	<b>3,456</b>	<b>2,890</b>	<b>31</b>

<sup>1</sup>The amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2011/12 *Revised Estimates*.

## Major Capital Projects

### **BC Place Stadium – Revitalization Program**

The scope of the \$563 million BC Place revitalization program includes interior renovations, new furniture, fixtures and equipment, the design and construction of a new retractable roof and structural upgrades and temporary work to the facility in order to implement the retractable roof. Major maintenance items within BC Place, including elevator and seismic upgrades, upgrading safety and mechanical systems, and modifications and upgrades to the stadium floor are also part of the revitalization program. The BC Place roof replacement and upgrade project is both unconventional and complex from a design/engineering perspective. Further detail of the revitalization project is available at [www.bcplacestadium.com](http://www.bcplacestadium.com).



## **Appendix 1: Nechako-Kitamaat Development Fund Society**

The Nechako-Kitamaat Development Fund Society (NKDFS) was incorporated on August 18, 1999 to support sustainable economic activity in northern communities affected by the Kemano Completion Project and by the creation of the Nechako Reservoir.

The Government of British Columbia provides NKDFS with \$500,000 annually from the Northern Development Fund, a 50-50 cost sharing partnership fund created by the Province and Alcan.

NKDF spends the income from its long-term investments on programs and projects that meet each community's goals for economic development and community stability. The NKDFS will invest in community economic development projects and programs that are supported by the community, as long as they do not subsidize private business.

NKDFS is governed by a board consisting of up to 10 members appointed by the Minister. The board consists of one member from Alcan, one from the Provincial government, and the balance who are nominated through a public process. As of April 21, 2011, board members include: Rosanne Murray (Chair), John Paul Stewart, Keith Federink, Justus Benckhuysen, Ray Gerow and Mike Robertson.

More information on NKDFS may be found at: [www.nkdf.org](http://www.nkdf.org).

## **Appendix 2: Leading Edge Endowment Fund**

In 2002, the Province established a \$45 million Leading Edge Endowment Fund (LEEF) to support 20 permanent British Columbia leadership chairs based on a 50-50 cost sharing partnership between government and private/non-provincial government sectors.

A society was created to administer the Fund, which involved establishing 19 sponsored chairs in addition to one British Columbia leadership chair: the International Collaboration on Repair Discoveries chair at the University of British Columbia. Each chair is supported in perpetuity through an endowment of \$4.5 million, managed by the host institution. The endowed leadership chairs are designed to attract world-class faculty, strengthen the province's capacity for innovative research, promote B.C. as a centre for cutting-edge research, enhance economic development, and position the province as a leader in the knowledge-based economy.

In addition, government provided \$11.25 million to establish nine regional innovation chairs at regional universities, colleges and institutes. Each regional innovation chair has an endowment of \$2.5 million. The society also receives charitable donations to support graduate student awards offered in conjunction with each British Columbia leadership chair.

The Leading Edge Endowment Fund is a British Columbia society and registered federal charity with its own constitution and bylaws, and is under the responsibility of the Ministry of Jobs, Tourism and Innovation. The society is governed by a nine-person board of directors.

Through a competitive peer review process, all 29 of the chairs have now been allocated. The chairs are in the sectors of: Health, Technology, Environment, Social, and Economic Development. The LEEF Society is due to wind-down by the end of 2011/12. Further information about the Fund can be found at: [www.leefbc.ca](http://www.leefbc.ca).

## Appendix 3

### Ministry Contact Information

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To learn more about the numerous programs and services provided by the Ministry of Jobs, Tourism and Innovation please visit [www.gov.bc.ca/jti](http://www.gov.bc.ca/jti).