

**Ministry of
Jobs, Tourism and Innovation**

**2012/13 – 2014/15
SERVICE PLAN**

February 2012



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Ministry of Jobs, Tourism and Innovation,
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Message from the Minister and Accountability Statement



[*Canada Starts Here: The BC Jobs Plan*](#) charts a course to guide B.C. to economic prosperity, and lays a framework for the Ministry of Jobs, Tourism and Innovation as we work to create conditions that will help businesses all over British Columbia create more jobs to support our province's families.

B.C. is blessed with incredible competitive advantages. Our *Jobs Plan* builds on our location as Canada's gateway to Asia, our multicultural population that helps us connect with those markets, our world-class infrastructure, our prudent fiscal management, our natural resource advantages and our highly skilled labour force.

There are three pillars at the heart of the plan: expanding markets for B.C. goods and services in Asia; enhancing our infrastructure to get those goods and services to market more efficiently; and working with employers and communities on job creation across the province.

To do this, we're targeting eight sectors that have the most potential to bring new dollars into our economy from key trading partners. Guided by what we learned as we increased our lumber exports to China more than tenfold since 2003, we will use our model of forestry success to support similar results in tourism, technology, mining, natural gas, agri-foods, transportation (ports, marine and aerospace), and international education.

The Ministry of Jobs, Tourism and Innovation will focus on:

- Establishing a Major Investments Office that will work with investors proposing significant projects to co-ordinate and accelerate actions in support of those projects.
- Building our network of international trade and investment representatives to double B.C.'s presence in key and expanding markets.
- Implementing a focused marketing and sales campaign to attract international companies to establish offices in British Columbia.
- Establishing a new hosting program to enhance services to overseas delegations that come to B.C. and help them link with potential business opportunities and partnerships.
- Establishing a new BC Jobs and Investment Board to advise government and offer solutions to issues and processes that may limit significant investments.
- Identifying successful models for economic development through the new Aboriginal Business and Investment Council.
- Implementing our new [tourism strategy](#) to build upon our position as one of North America's preferred tourism destinations for domestic and international visitors, including from countries with emerging middle classes, like China and India.

- Creating regional workforce tables as a new platform for educators, industry, employers, local chambers of commerce, First Nations, labour and others to come together to plan how best to align training and educational programs to meet regional needs.
- Working in partnership with industry to identify job demands in key sectors, and providing training to assist in filling those positions.
- Fostering knowledge development and commercialization, and providing innovative small businesses with support through enhanced venture capital tax credits.
- Working with the federal government to increase the number of economic immigrants we know we will need in B.C., through programs like the [Provincial Nominee Program](#).
- Supporting multiculturalism, which provides a workforce that speaks the languages of our trading partners, while creating a friendly environment for international students.

The Ministry of Jobs, Tourism and Innovation will put the *BC Jobs Plan* into action to increase our province's economic competitiveness, which will create employment and benefit families in every region of our province. I am very pleased that the Ministry will be assisted in this task by Dr. Moira Stilwell, Parliamentary Secretary for Industry, Research, and Innovation, and Richard Lee, Parliamentary Secretary for Asia-Pacific.

The *Ministry of Jobs, Tourism and Innovation 2012/13 – 2014/15 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.



Honourable Pat Bell
Minister of Jobs, Tourism and Innovation
February 21, 2012

Message from the Minister of State for Multiculturalism and Accountability Statement



British Columbia is a model society that embraces the traditions of people from more than 180 countries around the world. B.C.'s rich tradition of multiculturalism began with the diverse languages and cultures of First Nations, long before Europeans and other cultures arrived. With our tapestry of cultures, faiths and languages, B.C. is widely recognized as the most multicultural province in Canada.

As Minister of State for Multiculturalism, I am proud of our government's leadership in promoting inclusiveness and cultural diversity in this province. It's one of the reasons immigrants choose British Columbia as their new home, which is critical as we move forward under the *BC Jobs Plan* to enhance our province's economy.

Over the next decade, more than a million jobs will be created in B.C. – far more than the number of high school students who will graduate during that time. Immigrants to our province will help fill the rest of those jobs.

They will come to B.C. for our beautiful environment, our safe cities and our career opportunities. But they will also come because we welcome their heritage and traditions.

Every year our government declares Multiculturalism Week, during which time communities share the cultures and traditions of immigrants who have moved here from around the world. At other times of the year, we take part in Diwali, Vaisakhi, Chinese New Year, Hanukkah, Robbie Burns Day, St. Patrick's Day and many, many other celebrations that enrich the lives of all British Columbians.

But even a province with our inclusive approach has room to grow. That's one of the reasons we launched [EmbraceBC](#). This program seeks to inspire community members, residents and sector leaders to accept and welcome difference, on both personal and institutional levels. It is also helping to overcome the pockets of intolerance that exist in our workplaces, schools and communities by providing tools to prevent and respond to this problem.

In the years to come, British Columbia will become even more culturally, racially and linguistically diverse than it is today. My job is to help foster respect for everyone as our multicultural tapestry continues to develop.

I am the Minister of State for Multiculturalism, and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2012/13:

- a) Leading the work of the multiculturalism portfolio and supporting the implementation of initiatives that contribute to the delivery of program goals.
- b) Implementing an action plan to address key issues and opportunities facing the multiculturalism program in British Columbia.

- c) Supporting and directing the ongoing work of the [Multicultural Advisory Committee](#) to promote multiculturalism and anti-racism across the province.
- d) Welcoming multicultural groups to British Columbia who intend to invest or settle.
- e) Submitting to Cabinet a report on the results referred to in paragraphs a) to d) on or before April 30, 2013.



Honourable Harry Bloy
Minister of State for Multiculturalism
February 21, 2012

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Purpose of the Ministry

The [Ministry of Jobs, Tourism and Innovation](#) manages key lines of government service that help create the economic prosperity needed for the success of families and communities across the province. This means seizing the opportunities and responding to the challenges of a globalized economy in order to create new jobs, defend existing ones and position ourselves for long-term growth.

To accomplish these tasks, the Ministry works to:

- Open international and domestic markets to B.C. products, and attract and facilitate major new investments in the province.
- Develop key industries and regions to their full economic potential.
- Support research, innovation, and entrepreneurship.
- Ensure that B.C. has enough skilled, highly productive workers to meet the needs of our growing economy.
- Develop B.C.'s tourism industry.



The Ministry leads, and is guided by, the Government's new economic strategy, [Canada Starts Here: The BC Jobs Plan](#). Central to the *Jobs Plan* is the recognition that we stand on the cusp of the "Pacific Century," and that B.C. needs to secure its place in the Asian markets that will drive global economic growth. To achieve that, B.C. must leverage its competitive advantages in industries that are poised to meet the needs of the world's markets, today and into the future – including forestry, tourism, technology, mining, natural gas, agri-foods, transportation (ports, marine and aerospace), and international education. The Ministry's work to implement the *Jobs Plan* is carried out in collaboration with ministries and agencies from across government.

Trade and Investment

The Ministry provides integrated trade and investment programs and services to help B.C. to increase exports, develop international partnerships and attract 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. Canada starts here, in B.C., and the Ministry integrates 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.

We work to strengthen B.C.'s economic relationships with growing Asian markets like China, Japan, Korea and India. These efforts are supported by [Forestry Innovation Investment](#), a Crown corporation

affiliated with the Ministry that works with the forest sector to take advantage of export opportunities in key markets for forest products, and to promote B.C.'s sustainable approach to forest management.

The Ministry also leads B.C.'s efforts to fight protectionism and reduce 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 like 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 trade and commercial relationships with Alberta and Saskatchewan through the [New West Partnership Trade Agreement](#).

Economic Development

The Ministry works with communities, First Nations, local governments, businesses and international partners to stimulate the provincial economy and create an environment where small and large businesses can thrive and create permanent, sustainable employment. The Ministry works closely with both the Aboriginal Business Investment Council and the BC Jobs and Investment Board.

The Major Investments Office is an integral element of the *BC Jobs Plan*. It leads and works with other ministries and agencies to provide specialized support and assistance to proponents with significant investment proposals. The office works with investors, and all levels of government, to identify and overcome barriers that encumber investment projects across the province.

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 co-ordinated efforts result in the best outcomes. The Ministry also co-ordinates the Provincial government's response to the social and economic effects of the mountain pine beetle epidemic.

Competitiveness and Innovation

The Ministry invests in innovation and research to fuel the continued growth and diversification of our economy and improve British Columbians' environment, health and quality of life. It will revitalize the Province's research and innovation strategy to ensure our work adds significant value to 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. To advance innovation, we collaborate with other ministries including Finance; Health; Forests, Lands and Natural Resource Operations; Agriculture; and Advanced Education, particularly on the [B.C. Knowledge Development Fund](#). We also partner with Crown agencies affiliated with the Ministry, such as the [British Columbia Innovation Council](#) and the [BC Immigrant Investment Fund](#), and with advisory groups, like the [Premier's Technology Council](#).

The Ministry works with small businesses to advance their economic competitiveness by providing access to venture capital, tools and resources, and by streamlining regulatory requirements. The [Small Business Roundtable](#) and the business community as a whole are critical partners in identifying actions that government and others can take to increase economic competitiveness. Simplifying and

streamlining regulatory requirements, and leading innovation on government service delivery will make it easier to do business in the province and enhance B.C.'s competitive business environment.

Labour Market Development and Immigration

By 2020, B.C. is projected to have over 1 million job openings, 78 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 68 per cent of B.C.'s workforce currently possess the level of education required for these positions. As the *BC Jobs Plan* accelerates job creation, these gaps will increase.

To address these challenges, the Ministry is taking a leadership role to invest in skills development for British Columbians and to attract and retain 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. With input from regional workforce tables to better define the challenges and identify solutions, the Ministry and the [Industry Training Authority](#) (a crown corporation affiliated with the Ministry) will develop and implement initiatives and programs to better position B.C. for economic success. In addition, significant investments through the federally funded [Labour Market Agreement](#) are helping to better define our challenges, identify solutions and implement B.C. labour market programs.



The Ministry's immigration, settlement, multiculturalism and labour market programs also contribute to the prosperity of the provincial economy and the quality of life of B.C. families by investing in the skills and career development of our students, workers and immigrants, and in settling and integrating newcomers and their families in communities in every region of the province.

Tourism

The Ministry implements marketing programs to attract visitors to and throughout B.C. in co-operation with provincial tourism partners. Around the world, competition for tourists is increasing. British Columbia's competitive advantage is an exceptional mix and diversity of places, people and experiences within awe inspiring natural surroundings. By matching these competitive strengths with consumers from markets most interested in these offerings, B.C. will be well positioned to take advantage of growth in tourism from both traditional and emerging markets.

To fully capitalize on British Columbia's economic potential and enhanced international exposure, the Ministry promotes the *Super, Natural British Columbia*[®] brand in key markets around the world and works with tourism partners to ensure a quality visitor experience in our province. High-profile assets, such as the new [BC Place Stadium](#) and the [Vancouver Convention Centre](#), are valuable to the province's international identity.

Strategic Context

The Ministry’s work to enhance B.C.’s economic prosperity takes place in a context of world markets. Understanding this environment, with its evolving challenges and opportunities, is critical to designing successful strategies for growth.

British Columbia has many advantages. These include its position at the crossroads of the world’s biggest and fastest-growing markets, its abundant natural resources, a highly skilled and educated workforce, a diverse, multicultural population, and a strong record of prudent fiscal management. B.C. can build on these strengths to create and secure jobs.

The Economic Forecast Council projects that B.C.’s rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. At present, B.C.’s unemployment rate of around 7.0 per cent is below the national average, but still well above levels seen before the 2008/09 global recession. Both economic growth and job creation are critical to the well-being of families and communities in B.C.

Trade and Investment

B.C. relies on trade and investment for its economic development. The trade environment has been especially challenging in recent years 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.

B.C.’s major trading partners are changing. Families in fast-growing economies of Asia are gaining new buying power and will soon overtake the United States as the largest markets for everyday consumer goods – just as China is now competing with the U.S. as the largest buyer of B.C. forest products.

No other province in Canada is as well

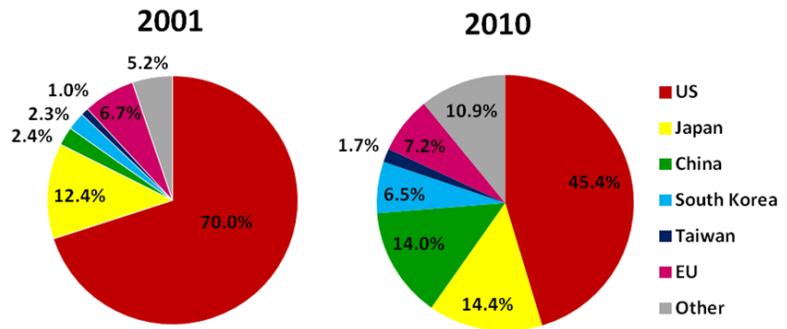


Figure 1: B.C. Goods Exports (2001, 2010)

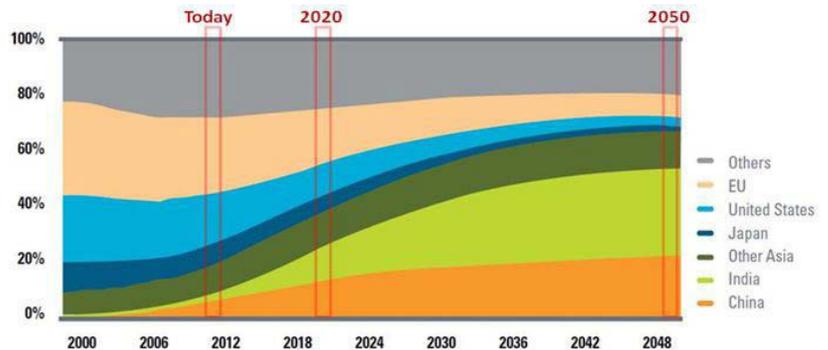


Figure 2: Shares of Global Middle Class Consumption, 2000-2050

Source: OECD Development Centre Working Paper No. 285 (2010)

positioned to serve as Canada's gateway to the growing economies in the Asia-Pacific region. However, as we grow economic relationships with Asia it is also vital to remain committed to strengthening economic ties with traditional partners in other parts of Canada, the U.S. and Europe.

Economic Development

As the world economy continues to face challenges and uncertainty, B.C. remains well positioned not just to endure, but to prosper – but only if we act both strategically and decisively. The Ministry, in collaboration with its partners across the province and government, works to harness opportunities and translate them into jobs and economic prosperity for all British Columbians.

We can encourage communities to become investment-ready by supporting economic development strategies that make investment a priority, assisting to identify strategic assets, and attracting and facilitating investment in them. Regional economic investment pilots, planned throughout the province, will assist in this effort.



A forest worker on B.C.'s North Coast.

Competitiveness and Innovation

British Columbia has a number of unique advantages. To capitalize on these, B.C. needs to maintain and improve its globally competitive business environment. This will allow B.C. to expand markets, improve productivity and increase the value of goods and services. Innovation and research play a major role in shaping the global economy; their impacts on our own economy, environment, health and quality of life are key to advancing British Columbia's domestic and international competitiveness. As competition for the world's best and brightest talent increases, the province must position itself to attract and retain world-class researchers, scientists and entrepreneurs. This will strengthen B.C.'s competitive position as a leader in research and translate our research into economic growth through innovation and commercialization.

Access to venture capital is critical to realizing the full benefit of innovation. B.C. is more successful than other Canadian jurisdictions in attracting venture capital. In 2010, B.C.'s early-stage companies received 68 per cent more venture capital, per capita, than the national average. Later-stage companies received 26 per cent more than the national average. The Ministry will continue to support venture capital programming for early-stage companies from "angel investors" – entrepreneurial investors who fund start-up companies – as well as expansion capital from fund managers working with the [B.C. Renaissance Capital Fund](#).

British Columbia's small businesses are leading the way to prosperity, and the Ministry and government will continue to support small business start-up and growth to establish anchor companies

and enhance small business productivity and competitiveness. Small business drives job creation, productivity and economic growth (accounting for 98 per cent of all businesses in British Columbia). There are about 395,900 small businesses in B.C., employing over 1 million people and generating 32 per cent of the province's GDP.

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 420,000 new labour market entrants are expected to emerge from our education system to fill an anticipated 1 million job openings by 2020. 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, including women and First Nations. Of equal importance will be the need to attract and retain new workers from a globally competitive labour market by ensuring their pre-arrival skills, experience and education are fully utilized and that they and their families are successfully settled, integrated and included in B.C.'s diverse communities and economy.

Multiculturalism is a way of life in British Columbia. This rich tradition began with First Nations, whose diverse languages and cultures were the first example of multiculturalism. Today, one quarter of B.C.'s population identifies itself as a visible minority, making B.C. the most ethnically diverse province in Canada. A diverse labour force in a global economy is a competitive advantage, enabling increased productivity and greater success in recruiting and retaining top talent. Now, more than ever, B.C. will need to further embrace a global, multicultural mindset – where our communities actively support and participate in the integration of newcomers into community life and workplaces, and challenge racism and barriers to inclusivity for all residents.

Tourism

British Columbia's tourism industry rebounded in 2010 with stronger growth than the average of all industries in B.C. Tourism grew 4.3 per cent, generating nearly \$6.5 billion of GDP. This demonstrates ongoing demand for the [*Super, Natural British Columbia*](#)[®] experience. The rebound is especially encouraging given challenges such as a high-valued Canadian dollar, limited direct air access to B.C. from overseas markets, and economies around the globe that continue to be troubled. Competition from other jurisdictions continues to grow, both from traditional markets as well as emerging tourism destinations still considered exotic, such as Eastern Europe and Southeast Asia.

B.C.'s traditional markets will continue to play a vital role in increasing tourism revenues. A growing Asian middle class with an increased interest in travel represents a significant opportunity. Canada's Approved Destination Status with China is a critical asset in building visitation from this market. Other emerging markets such as India and Mexico are also promising. In the long term, it is B.C.'s wealth of unparalleled tourism experiences that forms the true foundation for continued tourism growth.

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.

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 overall direction; that it maintains a focus on the most important priorities; and that it clearly communicates priorities to citizens. Over the next three years, the Ministry aims to work towards achieving the following outcomes:

- Goal 1: British Columbia is recognized as a preferred place to invest and do business.
- Goal 2: Investment potential in B.C.'s regions and communities is maximized.
- Goal 3: British Columbia is positioned as one of North America's preferred tourism destinations.
- Goal 4: British Columbia has a highly skilled and competitive labour force.
- Goal 5: B.C.'s knowledge-based society and economy are advanced through leadership in research and innovation.

Goal 1: British Columbia is recognized as a preferred place to invest and do business.

Canada Starts Here: The BC Jobs Plan supports business and industry in the creation of long term jobs and investments in the province by converting B.C.'s strengths into strategic, competitive advantages in the global economy. B.C. is blessed with abundant natural resources, a highly skilled workforce and a diverse multicultural community. It also has a strong fiscal foundation, with a AAA credit rating, low taxes for job creators, and a strong modern regulatory environment. These competitive advantages combine to make B.C. a great place to do business and a safe harbour for investment.

Objective 1.1: Attract trade and investment to B.C. by focusing on priority sectors and markets.

Strategies

- Expand markets for B.C. in key sectors – including forestry, tourism, technology, mining, natural gas, agri-foods, transportation (port, marine and aerospace) and international education – by providing export market development and other services in B.C. and by doubling our international trade and investment representative presence.
- Implement focused business development and marketing programs in key overseas markets like China, India, Korea, Japan, the U.S. and Europe, including showcasing B.C.'s products and

services during high-level missions and at trade shows and other major events, and informed by market and sectoral research and intelligence.

- Pursue stronger relationships with industry and government partners – both domestic and international—through high-level relationship building, and by developing the B.C. business network and other trade and investment contacts at home and overseas.
- Attract investment to the province by promoting B.C.’s world-class competitive advantages, offering enhanced hosting capabilities, targeting international companies to relocate to B.C., and assisting B.C. to be ready to successfully conclude priority investment opportunities.
- Advance B.C.’s priorities in international trade negotiations, including the Canada-European Union free trade negotiations, free trade negotiations with India and other key trade partners, and in response to the U.S. arbitration request filed against Canada under the Softwood Lumber Agreement.
- Strengthen internal trade across Canada and the Western region through collaboration with partners on agreements including the [Trade, Investment and Labour Mobility Agreement](#), [New West Partnership Trade Agreement](#) and [Agreement on Internal Trade](#).

Doubling Our International Presence

In November 2011, Premier Christy Clark announced that B.C. will strengthen its trade and investment presence in India by establishing a presence in Mumbai and Chandigarh to complement existing operations in Bangalore. The addition of these offices is a step towards doubling B.C.’s international trade and investment presence. B.C. currently has representatives in 11 locations in China, India, Japan, Korea, Europe and the United States.

Performance Measure 1: Foreign direct investment facilitated by Ministry programs.

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Total value of foreign direct investment facilitated by Ministry programs	\$500 million	\$550 million	\$600 million	\$734 million

Data Source: Ministry of Jobs, Tourism and Innovation. In the past, this measure combined foreign direct investment (FDI) and venture capital investment facilitated by Ministry programs. These two components have now been separated, and both have stand-alone performance measures (see Goal 5 in this service plan for the venture capital measure). The targets set for the original, FDI/venture capital measure in the May 2011 service plan were: 2011/12, \$740M; 2012/13, \$805M; 2013/14, \$870M. The Ministry’s targets for FDI remain the same as in May 2011.

Discussion

Foreign direct investment helps B.C. grow its industries, create jobs and secure a position of strength in the global economy. The Ministry attracts foreign direct investment to B.C. by marketing the

province’s competitive advantages and world-class business environment, targeting potential investors through our international office network, providing hosting and other services in B.C. to inbound investment delegations, and helping sectors and communities to be investment-ready.

Performance Measure 2: Total number of international business agreements facilitated by Ministry programs.

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Total number of international business agreements facilitated by Ministry programs	55	60	65	80

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. The Ministry supports the conclusion of international business agreements by arranging meetings and introductions between parties, providing information necessary to conclude agreements, assisting parties to work with all levels of government in B.C. and Canada, and providing other services tailored to the needs of the parties. Examples of agreements facilitated by the Ministry may be found on [our website](#).



A container ship is being loaded at the Port of Prince Rupert.

Objective 1.2: Increase B.C.’s economic development and competitiveness.

Strategies

- Establish a Major Investments Office to lead and work with ministries and agencies to support job creation by working directly with investors proposing significant projects.
- Seek investors and buyers of liquefied natural gas, capitalizing on new market opportunities.

- Aggressively promote and position B.C. companies to gain a larger share of federal procurement contracts.
- Establish a BC Jobs and Investment Board to foster economic development by identifying issues and processes potentially limiting economic development, and propose solutions.
- Establish an Aboriginal Business and Investment Council to improve relationships between Aboriginal communities, industry and government to implement practical measures for economic development.
- Create a new Hosting Program ensuring significant investors have a positive experience knowing B.C. is a safe, desirable place to invest.

Objective 1.3: Foster a business climate that supports small business, improves investment readiness and encourages economic development.

Strategies

- Establish partnerships with public and private-sector organizations to deliver programs that support the sustainability and growth of the small business sector, creating new jobs for British Columbians.
- Increase business competitiveness by reducing the costs of regulatory compliance and simplifying access to government services and information.
- Promote alignment of federal, provincial and local government regulatory requirements.
- Identify and address regulatory barriers in the key sectors targeted in the *BC Jobs Plan*.
- Streamline the requirements and expand the resources of the Small Business Venture Capital Program while ensuring it responds to the needs of regional economies.

Performance Measure 3: Maintain a net zero increase in the number of regulatory requirements.

Performance Measure	2004 Baseline ¹	2011/12 Forecast ²	2012/13 Target	2013/14 Target	2014/15 Target
Number of government-wide regulatory requirements	228,941	205,992	0 net increase	0 net increase	0 net increase

Data Source: Ministry of Jobs, Tourism and Innovation business information systems.

¹ As defined in 2004.

² As of June 30, 2011.

Discussion

Since 2001, the Province has reduced regulatory requirements by 42.8 per cent and focused efforts on streamlining and simplifying regulatory reform and government processes. Reducing the regulatory burden placed on citizens and businesses is critical to ensuring British Columbia's economic competitiveness, and to providing all citizens with easy access to government service and programs. Regulatory reform reduces the cost and time of doing business that can, in turn, be reinvested in the business to create more jobs. The net zero increase target reflects government's strong commitment to making British Columbia a leader in regulatory reform. The Ministry publishes regulatory requirement count information on its website at www.straightforwardbc.gov.bc.ca.

Goal 2: Investment potential in B.C.'s regions and communities is maximized.

Investment is a key contributor to economic growth. The Ministry works to encourage communities and regions to become investment-ready by supporting economic development strategies that make investment a priority, and by attracting and facilitating investment across the province. Regional economic investment pilots planned for each region of the province will assist in this effort.

Objective 2.1: Improve investment attraction and retention in all regions of the province.

Strategies

- Encourage communities to become investment-ready by identifying viable project opportunities and attracting investors to them.
- Bring local government, community organizations, and business and industry associations together to facilitate creating investment attraction strategies to accelerate economic growth and job creation in each region of the province.
- Work with a pilot set of communities to boost job creation by working with employers and investors.
- Connect trade officers to business stakeholders across the province and connect investors to opportunities in the regions.
- Provide communities and businesses with public access to data, information, programs and services that develop and improve investment readiness, including:
 - Intelligence on B.C.'s competitiveness.

Regional Economic Investment Pilots

The Province is collaborating with the City of Campbell River, communities along the Barriere to McBride corridor, the North Fraser communities of Pitt Meadows, Maple Ridge and Mission, and a First Nation to implement an intensified approach to investment attraction and job creation. Experiences from [these pilot projects](#) are expected to provide transferable best practices for other regions of the province.

- Quarterly publication of the Major Project Inventory.
- The [RuralBC](#) website of grant sources and other information.
- Conduct economic analysis in support of direct investment opportunities.
- Create and launch Atlas BC, a web-based mapping application to integrate spatial data for economic development.

Objective 2.2: Increase economic diversification and resilience across B.C.

Strategies

- Continue working with the regional beetle action coalitions and partner with the regional economic development trusts to develop and implement strategies and actions that accelerate job creation through regional community diversification and economic development.
- Work with partners to establish the Wood Innovation Design Centre in Prince George to expand the use of wood in construction and innovative wood product manufacturing.
- Implement the \$50-million Western Economic Partnership Agreement between the Province and Western Economic Diversification Canada.

Goal 3: British Columbia is positioned as one of North America's preferred tourism destinations.

Due to its wealth of unparalleled tourism experiences, British Columbia is already recognized as one of the best places in North America to visit. The Ministry's new five-year tourism strategy, entitled [Gaining the Edge](#), aims to build on these strengths by making progress in four key areas: industry leadership and partnership, marketing, the visitor experience and removing barriers. British Columbia will undertake increasingly focused efforts to leverage our competitive strengths in key traditional and emerging markets.

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

Strategies

- Highlight key tourism products where B.C. has a competitive advantage and target markets where B.C.'s products have existing and future potential.
- Deploy a combination of media relations, social media, travel trade and consumer direct marketing to address and influence each stage of the vacation planning process.
- Harness the power of emerging technology to deliver timely, accurate travel and product information to consumers regardless of location or device.
- Conduct research and evaluation on consumers, markets, products and trends to inform decision making.



Kayaking in the Queen Charlotte Strait, Vancouver Island.

- Work in collaboration with international, national and B.C.-based partners to further leverage marketing efforts.
- Improve the visitor experience through progressive customer service training, quality assurance programs and integrated visitor information services.

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 co-ordinated to achieve maximum efficiency and effectiveness, and examine the possibility of establishing a new industry-led provincial tourism marketing agency to lead this alignment and cooperation.
- Create a new model for tourism partnership and co-ordination by creating a market-driven regime to solidify and strengthen B.C.'s competitive advantage.
- Work with the tourism industry and federal, provincial and local government agencies to address issues and opportunities affecting tourism growth.
- Help communities and sectors in increasing the professionalism and market readiness of the industry.
- 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 (Measure 4): Provincial Tourism Revenues.

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Total provincial tourism revenues	\$14.1 billion	\$14.8 billion	\$15.5 billion	\$16.3 billion

Data Source: 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. This measure is calculated on a calendar year basis. For example, the 2012/13 target is based on the period from January 1, 2012 to December 31, 2012.



Heli-skiing in the backcountry, Coast Mountains.

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 – in addition to Ministry efforts aimed at supporting tourism.

Performance Measure 5: Visitors to HelloBC.com consumer websites worldwide.

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Visitors to HelloBC.com consumer websites worldwide	6 million	7 million	7.5 million	7.5 million

Data Source: Ministry of Jobs, Tourism and Innovation.

Discussion

This measure tracks the number of visitors to HelloBC.com, British Columbia’s tourism consumer website, and is an indicator of the success of marketing programs.

Goal 4: British Columbia has a highly skilled and competitive labour force.

A highly skilled and competitive labour force is vital to economic growth that can support the prosperity of families across the province. The Ministry provides leadership to reduce demand-supply gaps in the labour market through targeted skill development programs and information, and by helping employers and workers connect efficiently. Immigrants 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 the successful settlement and integration of immigrants and their families into communities, and supporting initiatives that welcome cultural diversity and challenge racism, B.C. increases their economic, social and cultural contribution and secures our reputation as an attractive and welcoming destination for all.

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

Strategies

- Enhance access to skills and apprenticeship training throughout the province, and refocus labour market and training investments to meet regional labour market needs.
- Create regional workforce tables to bring together employers, labour, industries, communities, chambers of commerce and local trainers to ensure that training is matched with regional employment needs.
- Provide up to \$6 million a year to industry sector partnerships to help them identify their skills and workforce needs.
- Provide up to \$10 million over three years to support sector-based training through the [Labour Market Sector Solutions Program](#).
- Develop an immigrant labour market participation strategy, and implement sector-specific initiatives to facilitate immigrants' integration into the labour market and the economy.
- Continue to enhance [WorkBC.ca](#) using innovative platforms and social media to help all British Columbians 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	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Number of clients supported to access the labour market	43,071	42,911 ¹	43,411 ¹	43,911 ¹

Data Source: Ministry of Jobs, Tourism and Innovation.

¹ 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, 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 low-skilled 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, entrepreneurs and students 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 to help meet regional economic and labour market needs.
- Deliver over \$100 million in immigrant settlement and integration services, including online client engagement channels, like [WelcomeBC.ca](#), to increase access to immigrant services and improve the integration of immigrants and their families throughout the province.
- 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 and implementing pilot projects for temporary foreign workers and international students.
- Work with the Ministry of Advanced Education to attract and retain more international students by supporting welcoming communities and pathways for students to stay and work in British Columbia.
- Collaborate with local governments, organizations, sectors and employers to promote multiculturalism and support anti-racism initiatives, and build welcoming and inclusive communities and workplaces in British Columbia where immigrants and their families can fully participate in B.C.'s social and economic development.
- Explore the potential for a single body to oversee formal credential assessments for foreign-trained professionals.
- Expedite the immigration process for researchers and scientists by engaging the federal government on this issue.



Performance Measure 7: Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program.

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program ¹	3,500	3,875 ²	5,375 ²	6,875 ²

Data Source: Ministry of Jobs, Tourism and Innovation.

¹ 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.

² The federal government has limited the number of Provincial Nominee Program nominations for B.C. to 3,500 for the 2012 calendar year. For this reason, since the publication of its *Revised 2011/12 – 2013/14 Service Plan* in May 2011, the Ministry has had to lower its target for 2012/13 from 5,000 to 3,875. The Ministry will be negotiating B.C.'s allocation of nominations for 2013 and 2014 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.'s knowledge-based society and economy are advanced through leadership in research and innovation.

B.C.'s global competitiveness is shaped by innovation. Innovation drives economic growth, health improvements, environmental sustainability and quality of life. Capitalizing on B.C.'s unique competitive strengths and leading research requires collaboration among government, post-secondary institutions, industry and global investors. We are committed to building a culture of innovation in B.C. and ensuring people across the province have the knowledge and skills needed to support the knowledge-based society and economy, and linking promising ideas to the investment that can help build them into strong companies.

Objective 5.1: Foster commercialization and knowledge development through investments in and policies that support research and innovation.

Strategies



- Develop research and innovation policy, manage research-related investments¹, and ensure programs and agencies are aligned with the priorities of the *BC Jobs Plan*.
- Encourage the development, commercialization and adoption of technologies and processes that align with, and contribute to the economic priorities identified in the *BC Jobs Plan*.
- Target venture capital programs and policy to support the expansion of “anchor” technology companies that drive job creation and innovation.
- Through the [BC Renaissance Capital Fund](#), provide investors with a complete understanding of the opportunities B.C. provides to them.
- Invest in research and innovation infrastructure and the development of highly qualified personnel through the [B.C. Knowledge Development Fund](#).
- 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.

¹ One such investment, the Leading Edge Endowment Fund – a British Columbia society affiliated with the Ministry of Jobs, Tourism and Innovation – is scheduled to wind down by March 31, 2012. Any delays beyond that date will be solely to allow for completion of administrative processes related to the wind-down.

Performance Measure 8: Percentage of Canada’s venture capital, and the amount of foreign capital, invested in B.C.

Performance Measure	2007 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Total venture capital invested in B.C.	\$225 million	\$200 million	\$220 million	\$242 million	\$266 million
Foreign venture capital invested in B.C.	\$70 million	\$64 million	\$65 million	\$67 million	\$70 million
B.C.’s share of Canada’s total venture capital investment	12%	13%	14%	15%	16%

Data Source: Thomson Reuters’ quarterly reports, available at www.canadavc.com.

Discussion

Building globally-significant, or “anchor,” companies by increasing the supply of venture capital creates jobs and supports the families who rely on them. Fostering a safe, solid investment climate for equity investors encourages investment in small businesses throughout British Columbia. Experienced angel investors and [B.C. Renaissance Capital Fund](#) managers contribute a skill base that accelerates a company’s ability to commercialize ideas, attract and retain employees, expand operations and compete in the global marketplace.

Further down the innovation pipeline, other Ministry programs help ensure a supply of capital-ready companies that are poised for success. Programs run through the [BC Innovation Council](#), a Crown corporation affiliated with the Ministry, help companies develop solid business plans, provide them with mentorship and training, get students thinking about entrepreneurship, and reach out to all regions of the province to support innovation. Within the post-secondary system, students learn in the best labs and train on the best equipment because of the B.C. Knowledge Development Fund and its support of research infrastructure.

Resource Summary

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Operating Expenses (\$000)				
Labour Market and Immigration Initiatives	18,071	18,071	18,073	18,073
Trade and Investment Attraction	16,258	16,258	16,258	16,258
Tourism	48,870	48,870	48,870	48,870
Major Investments Office	0	2,667	2,667	2,667
Competitiveness and Innovation	10,902	8,062	8,062	8,062
Economic Development	6,793	6,996	6,996	6,996
Transfers to Crown Corporations and Agencies	130,886	127,536	127,536	127,536
Executive and Support Services	5,388	5,648	5,648	5,648
Northern Development Fund Special Account	500	500	500	500
Total	237,668	234,608	234,610	234,610
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	3,456	3,103	1,296	25
Total	3,456	3,103	1,296	25

¹ For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

Appendix 1: Ministry Contact Information

Ministers' Offices

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Minister of State for Multiculturalism
Ministry of Jobs, Tourism and Innovation
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Deputy Minister's Office

Dana Hayden
Deputy Minister, Ministry of Jobs, Tourism and Innovation
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Major Investments Office

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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.

Appendix 2: Nechako-Kitamaat Development Fund Society

Organizational Overview

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.

NKDFS spends the income from its long-term investments on programs and projects that meet each community's goals for economic development and community stability. For more information on the Nechako-Kitamaat Development Fund Society, visit their website at: www.nkdf.org.

Corporate Governance

The Nechako-Kitamaat Development Fund Society's board of directors includes:

- Rosanne M Murray, Chair
- John Paul Stewart, Secretary/Treasurer
- Justus A Benckhuysen
- Keith Federink
- Ernst Poschenreider
- Mike Robertson
- Shannon Eakin
- Rise Johansen

Biographical information can be located at: nkdf.org/aboutus/board-members.

Goals and Strategies

Nechako-Kitamaat Development Fund Society will complete a strategic planning process in May 2012. The NKDFS board will focus on the following primary areas: Capacity Building, Planning, Business Development, Recreational-Social, Community Infrastructure and Tourism.

Summary Financial Outlook

	2010/11 Actual	2011/12 Forecast	2012/13 Budget	2013/14 Budget	2014/15 Budget
Transfers from British Columbia Investment Management Corporation.....	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000