

**Ministry of  
Jobs, Tourism and Skills Training  
and Minister Responsible for Labour**

**2014/15 – 2016/17  
SERVICE PLAN**

**February 2014**



For more information on the British Columbia  
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## Message from the Minister and Accountability Statement



British Columbia has a once-in-a-generation opportunity ahead. Our growing labour pool of almost 2.5 million people, among the best educated, talented and productive in the world, is our greatest asset in seizing that opportunity. We are also committed to ensuring that all British Columbians, including those currently underrepresented, in the job market have access to the skills training they need to be first in line for the million job openings expected in the next decade.

The Ministry of Jobs, Tourism and Skills Training and Ministry Responsible for Labour is dedicated to British Columbia remaining a leader in skills training, job creation, and fostering opportunities for families. Our government will make this happen by ensuring B.C. has a competitive investment climate that supports job creation and business development while also supporting communities in growing their local and regional economies. We remain focused on achieving the long-term goals set out in [Canada Starts Here: The BC Jobs Plan](#) and [The Skills and Training Plan](#). We will build on these plans by constantly setting ambitious new goals to keep growing B.C.'s economy and creating jobs for decades to come.

British Columbia's overall economic picture remains strong. Small business confidence is the highest in the country. Our government has received three A-grades in a row for reducing the red tape that strangles investment. And as a foundation the province is on track for a balanced budget. The Ministry will ensure that it balances its budget in order to control spending and protect taxpayer dollars.

Tremendous economic opportunities lie ahead for our province, with job creation expected across the every sector of the economy – liquefied natural gas (LNG), energy and mining, forestry, agrifoods, tourism, transportation, technology and international education among others. The Ministry is working with colleagues across government to ensure we have a skills training plan in place to connect British Columbians with these opportunities.

Since the release of our *BC Jobs Plan*:

- Two new mines have opened, five more are under construction or permitted and six major expansions to existing mines have been approved.
- Seven LNG plants have been approved for export licenses by the National Energy Board and have the potential to deliver over \$1 trillion in GDP to B.C. in the next 30 years.
- Transportation to and through our ports has become more efficient with the opening of the South Fraser Perimeter Road.
- B.C. has added approximately 4,000 jobs per year to the technology sector and, for the second year in a row, the number one ranked company in Deloitte's Technology Fast 50 list is located in Vancouver.
- International students spent more than \$2.1 billion to fuel our economy.
- Vancouver's YVR airport saw an increase of almost six per cent in passengers from outside B.C. and international flights are up two per cent since 2011.

- Our recently-established Major Investments Office has been proactively working with prospective investors to help advance significant projects.

Last year, we established Destination BC, a new tourism marketing Crown corporation, to adapt our global tourism market approach and ensure a strong and sustainable tourism sector. The number of British Columbians working in tourism-related activities is the highest it has been with 127,300 employed in the sector. I am happy to report that 2013 was a great year for the B.C. tourism industry with international visitors to B.C. up significantly, especially from some of our key markets: the United States, China and Mexico.

The BC Small Business Accord continues to hold government accountable for meeting the needs of the small business community and ensures our province remains the most small-business friendly jurisdiction in Canada, even as our economy changes. Whether they provide part-time employment for students or careers that support families, British Columbia's small businesses are significant job creators and economic drivers, contributing 26 per cent of B.C.'s gross domestic product. Making sure entrepreneurs and small business owners have the economic environment they need to maintain this momentum is one of government's top priorities.

Our Ministry has begun the Core Review process to identify programs, services and agencies in our Ministry that require change and improvement. This means we will be submitting ideas and ensuring programs and activities are focused on achieving government's vision of a strong economy and secure tomorrow, cutting red-tape and unnecessary regulations that hinder economic growth, and operating as efficiently and effectively as possible. All members of Cabinet will work together, through the Core Review process, to protect the best interest of taxpayers.

The Ministry will continue striving to ensure that B.C.'s labour laws and policy keep pace with and reflect the ever-changing world of work. Our constant goal is fair and balanced laws and policies on labour relations, workers compensation, and employment standards.

The goals and objectives laid out in this service plan will ensure the Ministry meets the objectives contained in [the Minister's mandate letter](#) from Premier Christy Clark.

I am grateful to be supported in my work as Minister by the Honourable Naomi Yamamoto, the Minister of State for Tourism and Small Business and by Greg Kylo, the Parliamentary Secretary for the *BC Jobs Plan*.

The *Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour 2014/15 – 2016/17 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 Shirley Bond  
Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour  
February 6, 2014

## Message from the Minister of State for Tourism and Small Business and Accountability Statement



As the Minister of State for Tourism and Small Business, it is my role to ensure that government is doing everything possible to listen to and support members of B.C.'s small business community. As well, I look forward to continuing to work with my colleague, the Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour, to support growth in the tourism industry — a critical economic driver for our province. Together, we are also committed to balancing the ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.

With the launch of the [BC Small Business Accord](#) in March 2013, we are working to make B.C. the most small-business-friendly jurisdiction in the country. Ninety-eight per cent of all businesses in the province are small and they employ over one million people, accounting for 55 per cent of all private-sector jobs. Small businesses are the heart and soul of every B.C. community and they help us to build a strong, secure tomorrow. To that end, I will continue to engage with the BC Small Business Roundtable to ensure we identify and deliver on actions, programs and policies in alignment with the Accord.

Under the Accord, we have already delivered on a number of priority actions for small businesses and we have a strong agenda of activity moving forward. We are planning a first-ever event to recognize the best of small business during the Premier's People's Choice Awards in February 2014. We recently launched both web and mobile versions of MentorshipBC, an easy-to-use database of business-mentoring programs. We are continuing to expand our Mobile Business Licence Program, register more communities on BizPal and consult and implement on recommendations from the Small Business Roundtable to make it easier to do business in B.C. We are also working with the Minister of Finance to implement a 40 per cent reduction in the small business tax rate by 2016/17.

I am very proud of our government's achievements in the area of red tape reduction and regulatory reform. Since 2001, we've reduced regulatory requirements by over 42 per cent — that's more than 150,000 regulatory requirements off the books — and are leading the country in the fight against red tape. In January 2012, 2013 and again in 2014, the Canadian Federation of Independent Business (CFIB) awarded B.C. an "A" for regulatory reform. We are the only province to receive an "A".

With the Minister of Technology, Innovation and Citizens' Services, we are working hard to ensure that more small businesses have better opportunities to secure business with government. We have now reduced government requests for proposal forms (RFPs) to two pages for contracts under \$250,000. Our two ministries have also been working together to increase government's procurement from small businesses by 20 per cent. The Small Business, Doing Business with Government project will deliver a final report on how to do that in 2014, after consulting with businesses across B.C.

2013 was a great year for the B.C. tourism industry, which has shown remarkable resilience and growth over the past decade. The number of international visitors to the province is up significantly and tourism revenue has grown by 43 per cent since 2000. In 2012, the revenues from the tourism sector were 13.5 billion dollars — that's up 2.5 per cent from the previous year. And that number is growing because B.C. is recognized for the exceptional quality of visitor experiences.

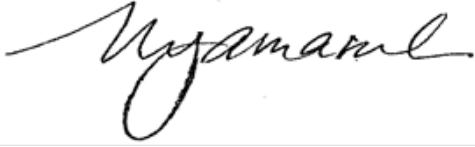
Our province really offers something for everyone — domestic and international travelers alike. And it creates careers; both full and part-time jobs that meet the needs of businesses and local residents around the province. We know the industry has some very large operations, but we also know that about 16,000 of the tourism businesses are small businesses, together employing 127,000 British Columbians. That's almost 1 in every 15 jobs in BC! I'm excited to see that projections for tourism employment in B.C. indicate the number of positions in the tourism and hospitality sector will increase from 255,860 in 2010 to 300,080 by 2020 — meaning more than 44,000 new jobs will be added to B.C.'s economy.

In 2014, we look forward to more success as we work in partnership with our new Crown corporation, [Destination British Columbia](#), which will market our province to the world.

The goals and objectives laid out in this service plan will ensure the Ministry meets the objectives contained in the [Minister of State's mandate letter](#) from Premier Christy Clark.

I am the Minister of State for Tourism and Small Business and under the *Balanced Budget and Ministerial Accountability Act*, I am responsible for achieving the following results for 2014/15:

- a) Lead the work of the small business portfolio and support the implementation of initiatives that contribute to making British Columbia one of the most small-business-friendly jurisdictions in Canada.
- b) Implement the BC Small Business Accord and monitor the effectiveness of initiatives.
- c) Support and direct the ongoing work of British Columbia's Small Business Roundtable to help identify key issues and opportunities facing small businesses in British Columbia.
- d) Work across government and in partnership with private sector organizations and other levels of government to continue to deliver tools, training and information to assist small business start-up and growth in all regions of British Columbia.
- e) Work with the Ministry of Technology, Innovation and Citizens' Services to monitor the implementation and impacts of the framework to reduce to two pages government request for proposal documents for contracts under \$250 000 for the purpose of enabling more small businesses to participate in government procurement.
- f) Work with the Ministry of Technology, Innovation and Citizens' Services towards increasing small business participation in government procurement by at least 20 per cent.
- g) Monitor the implementation of the inaugural Premier's Small Business of the Year awards, which were developed for the purpose of recognizing and celebrating the best of the British Columbia small business community.
- h) Review and update the 2011 provincial tourism strategy, *Gaining the Edge*, and work with partners to implement that strategy.
- i) Work with the Ministry of Finance to explore options within the government fiscal plan that could support a possible phased reduction of the small business tax rate by 40 per cent.
- j) Submit to Cabinet a report on the results referred to in paragraphs a) to i) on or before March 31, 2015.



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Honourable Naomi Yamamoto  
Minister of State for Tourism and Small Business  
February 6, 2014

# Table of Contents

|  |           |
|--|-----------|
| <b>Message from the Minister and Accountability Statement .....</b>          | <b>3</b>  |
| <b>Message from the Minister of State and Accountability Statement .....</b> | <b>5</b>  |
| <b>Purpose of the Ministry .....</b>   | <b>9</b>  |
| <b>Strategic Context .....</b>   | <b>14</b> |
| <b>Goals, Objectives, Strategies and Performance Measures .....</b>          | <b>18</b> |
| <b>Resource Summary .....</b>  | <b>32</b> |
| Resource Summary Table .....   | 32        |
| <b>Appendices .....</b>  | <b>33</b> |
| Appendix 1: Ministry Contact Information .....                               | 33        |
| Appendix 2: Nechako-Kitamaat Development Fund Society .....                  | 34        |



# Purpose of the Ministry

The [Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour](#) manages key lines of government service that help create the strong economy British Columbians need for a secure tomorrow. 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 this, the Ministry works to ensure that:

- B.C. is recognized globally as a preferred place to invest and do business
- Investment potential in each of British Columbia's regions and communities is maximized
- B.C.'s small business, tourism and creative sectors are thriving
- B.C.'s labour force is highly skilled and competitive
- B.C.'s workplaces are safe, healthy and fair



The Ministry leads, and is guided by, government's economic strategy, [Canada Starts Here: The BC Jobs Plan](#). The *Jobs Plan* is built around three pillars — enabling job creation, opening and expanding markets, and getting goods to market — and rests on a foundation of fiscal responsibility and a skilled labour force. Central to the *Jobs Plan* is the recognition that B.C. needs to secure its place in markets, in Asia and elsewhere, that will drive global economic growth. To achieve this, B.C. must build on its competitive advantages in industries like natural gas, mining, forestry, tourism, technology, agri-foods, transportation (ports, marine and aerospace) and international education.

The Ministry's work to implement the *BC Jobs Plan* is carried out in collaboration with ministries and agencies from across government. The Ministry also collaborates with government, industry and communities to help advance government's liquefied natural gas (LNG) agenda and assist B.C. in capitalizing on this once-in-a-lifetime opportunity.

## A preferred place to invest and do business

The Ministry works to support B.C. in becoming the preferred place for business and investment. As an integral part of the *BC Jobs Plan*, the Ministry's [Major Investments Office](#) (MIO) works directly with prospective investors whose projects have the potential to provide significant economic and job creation benefits for British Columbia (this includes supporting the work of the Ministry of Natural Gas Development with LNG proponents). The MIO provides client-focused and personalized business services to help major investors save time and money, minimize risk and maximize certainty as their project proposal moves through provincial regulatory and approval processes. The Hosting Program, housed within the MIO, aims to create a competitive advantage for B.C.'s investment

attraction activities. It coordinates government services to ensure that targeted itineraries enable potential investors to clearly see the resource and business potential in all regions of B.C. and that the Province and its partners are committed to removing investment impediments.

The Ministry also works to reduce red-tape that hinders economic development or creation of new jobs and makes it difficult for citizens and businesses to interact with government. This results in simplified processes for businesses, easy access to services for citizens, and a more competitive investment climate for B.C. As part of these efforts, the Ministry works to ensure that government meets its commitment to zero net growth in regulatory requirements up to 2015.

Additionally, the Ministry works closely with the Ministry of International Trade and the Intergovernmental Relations Office to lead Premier's trade missions and to support other outbound and inbound missions.

### **Investment potential in regions and communities is maximized**

The ministry works with communities, employers, investors and other partners to enable investment and job creation in communities and regions across B.C.

Economic growth and diversification benefits regions and rural communities across the province by creating jobs and supporting municipal, provincial and federal services and programs. The Ministry is responsible for working with communities, industry representatives, economic development agencies, and other ministries to:

- Share best practices in economic development.
- Facilitate regional economic collaboration and priority setting.
- Connect communities, industries, associations and government on issues critical to provincial economic development.
- Provide communities, industries and associations with information on programs and initiatives supporting economic development.
- Help communities recover from unplanned and unforeseen events that have significant negative impact their local economies.
- Advocate for greater share of federal procurement to B.C. suppliers and contractors.

The Ministry develops partnerships with communities, First Nations, local, regional and federal governments, businesses, associations and economic development organizations, as well as international partners to facilitate the creation of an enabling environment where small and large businesses can thrive and create permanent, sustainable employment.



Key alliances of the Ministry include supporting the work of the [Aboriginal Business and Investment Council](#) and the [BC Business Council](#). The Ministry works with regional economic development trusts — including the [Nechako-Kitimaat Development Fund Society](#), the [Northern Development Initiative Trust](#), the [Island Coastal Economic Trust](#), and the [Southern Interior Development Initiative Trust](#) — three Beetle Action Coalitions — including the [Omineca Beetle Action Coalition](#), the [Cariboo Chilcotin Beetle Action Coalition](#) and the [Southern Interior Beetle Action Coalition](#) — as well as other economic development agencies, associations, funds and societies to align on-the-ground efforts to sustain potential employment achieve the best regional economic outcomes.

### **Thriving small business, tourism and creative sectors**



The Ministry works with small businesses to advance their economic competitiveness. It does this by providing businesses with access to tools and resources through [Small Business BC](#) and by delivering on key actions that support the [BC Small Business Accord](#). 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. Helping British Columbia's businesses achieve new levels of operational excellence ensures that British Columbia businesses are internationally competitive and can serve global supply chains. Simplifying and streamlining regulatory requirements and leading innovation on government service delivery will make it easier to do business in the province, create jobs and enhance British Columbia's competitive business environment.

Tourism is one of British Columbia's most important industries, and it is growing. The Ministry is responsible for developing, coordinating and leading the implementation of the Provincial Government's agenda for tourism. This includes working collaboratively across and between governments to refresh and implement [Gaining the Edge](#), the government's five-year tourism strategy. This strategy aims to ensure that the tourism sector remains a key driver for growing the B.C. economy. The Ministry coordinates activities between government and [Destination British Columbia](#) — an industry-led, tourism marketing Crown corporation. The Ministry leads activities that enhance the economic growth and job prospects of the tourism sector, with a focus on strategies and policies that increase the competitiveness of British Columbia's tourism sector.

The Ministry also builds partnerships with other ministries and agencies to drive economic development and potential employment opportunities across the creative sector. In April 2013, the Province established an independent, non-profit society, [Creative BC](#), to champion and build British Columbia's creative sector. This was followed by moving the film, television and interactive digital media portfolio into the economic development focus of the Ministry. Through a partnership with the Ministry of Finance, the Ministry supports the delivery of more than \$375 million in film, television and interactive digital media tax credits. The Ministry maximizes growth across the creative sector, working with key partners to establish a British Columbia presence in Los Angeles, California, and driving enhancements to tax credit programs. Through \$2.3 million funding to Creative BC, the

Ministry supports long term planning for the creative sector, a broad range of services, production support, funding for international marketing, and support for domestic content development.

### **A highly skilled and competitive labour force**

The Ministry plays a leadership role in aligning skills training to where the jobs are, as well as ensuring that training and skills development match the needs of sectors that are creating jobs. No where is this more important than in B.C.'s emerging liquefied natural gas (LNG) industry. The Ministry is taking a leadership role in bringing together representatives from private sector unions, LNG proponents, and government to identify strategies that will ensure British Columbians have the training and skills to be first in line for the thousands of jobs the industry will create. The Ministry also leads the attraction and retention efforts of 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 stakeholders, the Ministry launched the [Skills and Training Plan](#) in September 2012 to ensure British Columbians can take advantage of job opportunities today and in the years ahead. Together with the [Industry Training Authority](#) and the [Trades Training Consortium of BC](#) (two Crown corporations affiliated with the Ministry), the Ministry develops and implements skills training, apprenticeship and credential recognition initiatives and programs to ensure British Columbians are first in line for the jobs of today and tomorrow.



The Ministry's immigration and labour market programs also contribute to the prosperity of the provincial economy and the quality of life of B.C. families. They do this by investing in the skills training, credential recognition and career development of our students, workers and immigrants, the attraction and retention of skilled international talent, and the integration of newcomers and their families into communities across the province.

### **Safe, healthy and fair workplaces**

The Ministry promotes awareness of B.C.'s labour laws among employers, workers and unions and establishes processes to administer and enforce their application. We do this through the [Employment Standards Branch](#), the [Workers' Advisers Office](#) and the [Employers' Advisers Office](#) as well as three independent tribunals — the [Labour Relations Board](#), the [Employment Standards Tribunal](#) and the [Workers' Compensation Appeal Tribunal](#). These entities are established under our key pieces of legislation that include the [Employment Standards Act](#), the [Workers Compensation Act](#) and the [Labour Relations Code](#).

The Ministry also builds relationships with employer and worker stakeholders groups and is responsible for [WorkSafeBC](#), which is an employer-funded organization responsible for setting and

enforcing health and safety standards and providing compensation and rehabilitation to injured workers. Other key functions of the Ministry include conducting fact-finding and research on behalf of government, providing assistance to parties in collective bargaining disputes, assisting and representing workers and employers with the workers' compensation system and educating workers and employers about their rights and obligations. These activities support the objectives of the *BC Jobs Plan* by supporting a stable labour environment that balances the interests of workers and employers. The Ministry will continue to support the *BC Jobs Plan* and the *Strong Economy, Secure Tomorrow* by ensuring that B.C.'s labour laws and policy keep pace with and reflect the ever-changing world of work.

# Strategic Context

The Ministry's work to enhance B.C.'s economic prosperity takes place in the context of a broader external environment. Understanding this environment, with its evolving challenges and opportunities, is critical to designing successful strategies for growth. The Ministry also ensures its operational expenditures align with government's fiscal plan and priorities.

## **A preferred place to invest and do business**

British Columbia is ideally positioned for international investors contemplating large initiatives. We have a long history of political and economic stability, a strategic location on the west coast of North America, and a wide range of economic opportunities. But the competition for investment dollars is both global and intense and B.C. must actively work to position itself as the preferred destination for major investment. The Ministry does this by supporting the investment attraction efforts of the Ministry of International Trade and by working closely with major investors to take their projects from idea to completion.

Regulatory reform reduces the cost and time of doing business. This, in turn, can be reinvested in the business to create more jobs. Since 2001, the Province has reduced regulatory requirements by 42.8 per cent and focused efforts on streamlining and simplifying government processes. This has made B.C. a world leader in regulatory reform and smart regulation and an even more attractive destination for international investment. The evolution of regulatory reform efforts globally requires British Columbia to build on its positive reputation and solid foundation and undertake the next phase of regulatory reform that will lead to even more benefits. Work is being done in other jurisdictions to increase the transparency and accountability of government in developing and amending regulatory requirements, including taking a less prescriptive approach to legislation and employing new measures of regulatory performance. British Columbia is well positioned to further modernize and intensify its regulatory reform efforts on priority economic sectors to strengthen the competitiveness and attractiveness of British Columbia as a preferred place to do business.

## **Investment potential in regions and communities is maximized**

British Columbia is at the cusp of extraordinary growth and economic opportunity arising from LNG development and other products and services that global markets desire. The opportunity ahead occurs once in a generation and we must act both decisively and strategically to capture the full range of benefits for British Columbians.

However, we appreciate that not all communities and regions are experiencing this economic opportunity in the same way. Some areas are seeing activity that hasn't been seen in decades, while others are experiencing challenges tied to a changing marketplace. Some will directly benefit from this unprecedented development, while others will rely on local incremental economic growth.

As such, the Ministry works to support all communities throughout B.C. to not only prepare for the impacts of major project development but to build their local economies one step at a time and one decision at a time. We aid local decision making by developing and sharing economic development programs and initiatives, best practices and resources. The Ministry also works to ensure local

governments are aware of, and connected to, the numerous government resources available to support their economic development efforts.

The Ministry also works with industry, association and board representatives to identify and reduce barriers and constraints impacting sector and industry development across B.C. By listening to industry and communities and identifying their needs, the Ministry informs government programming and policy to address issues and foster a positive economic climate.

### **Thriving small business, tourism and creative sectors**

Small business drives job creation, productivity and economic growth. There are approximately 385,900 small businesses in British Columbia, accounting for 98 per cent of all businesses in the province. These businesses employ over one million people, generate 26 per cent of the province's GDP, and account for 85 per cent of all provincial exporters. British Columbia's small businesses are leading the way to prosperity, and the Ministry and government will continue to support small business start-up, growth and succession planning to establish anchor businesses and enhance small business productivity and competitiveness.

Tourism is one of British Columbia's most important industries. The traveler economy generated about \$7.1 billion of GDP in 2012 (up 1.5% from 2011) and \$13.5 billion in revenue (up 2.5%). It directly employs approximately 127,000 British Columbians in jobs located in communities around the province. The industry's growth in 2012 is especially encouraging given challenges such as a high-valued Canadian dollar and continued economic instability around the globe. Competition from other jurisdictions continues to grow, both from traditional markets as well as emerging tourism destinations, such as Eastern Europe and Southeast Asia. British Columbia's traditional markets will continue to play a vital role in increasing tourism revenues, which include the United States, European countries, Japan, and a healthy domestic travel market. Additionally, there are significant opportunities to further grow our tourism markets. The growing middle class in China and other Asian countries is demonstrating an increased interest in travel and this interest represents a significant opportunity. British Columbia's diverse landscapes, communities and experiences, coupled with the warm welcome of British Columbians, continue to uniquely position the province to attract visitors from around the world.

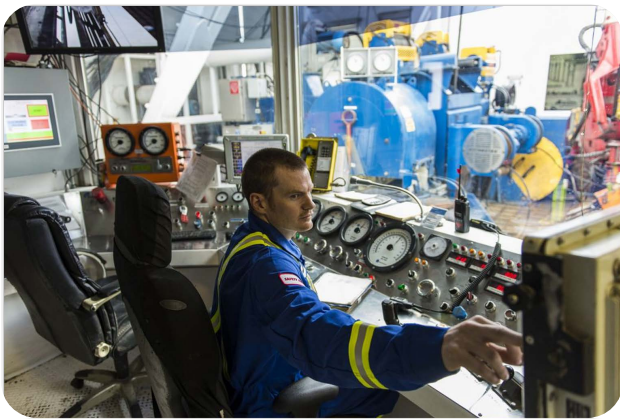
British Columbia's creative sector remains world-class. British Columbia is a key location for film and TV production, a growing hub for digital animation and visual effects, and our interactive digital media industry is gaining global recognition. The motion picture industry spends more than \$1 billion annually on production activity in British Columbia generating an estimated 25,000 direct and indirect jobs. British Columbia remains home to more than 2,100 digital media and wireless businesses employing approximately 24,200 workers and generating \$4.2 billion in revenue. British Columbia's creative sector also includes the second largest English language book market in Canada and a magazine publishing industry that is developing products read by more than 1 million global clients. British Columbia's music and sound recording industry hosts world-class studio facilities and



generates more than \$500 million in revenue. The success of British Columbia's creative sector rests on ongoing development of international markets, highly skilled workers, strong infrastructure and industry collaboration.

### **A highly skilled and competitive labour force**

Without action, skills shortages will present a hurdle to B.C.'s economic development. By 2020, B.C. is projected to have over one million job openings, about half of which will require some kind of trades or technical training. British Columbia's working age population will only provide workers for two-thirds of those jobs, and only about 70 per cent of B.C.'s workforce currently possesses the level of education required for those positions. As the *BC Jobs Plan* accelerates job creation, skills shortages in some regions and sectors are anticipated to increase. The government's [Skills and Training Plan](#) provides a roadmap for addressing these challenges.



The challenge for B.C. is to make use of every opportunity to build a more skilled workforce with the right skills, and to match those skills with the demand from employers in communities across the province. This requires increasing the labour market participation rates of our citizens and aligning the education and skills training programs with the needs of workers, employers and industry as a whole. Based on demographics, B.C. will need to continue to increase the participation rates of underrepresented populations in the labour force (such as youth, Aboriginal people, women, older workers and persons with disabilities) and the attraction and retention of skilled immigrants to provide a much needed supply of workers to meet

its labour market needs over the next 10 years. Ensuring that immigrants and newcomers can fully participate in their communities and the economy is critical to meeting B.C.'s labour market challenge.

### **Safe, healthy and fair workplaces**

The world of work is ever-changing. Demographics, technology, skills shortages, new and emerging industries, work/life balance and the increasing global influence on employment relationships are just some of the factors transforming how, when and where we work, along with the kinds of work we do. We must keep pace with these changes and ensure that labour law and policies are aligned with current and future realities as well as the changing needs of workers and employers.

A number of factors continue to affect health and safety in B.C.'s workplaces. For example, the current economic environment has the potential to place strain on employment relationships as employers seek ways to decrease costs, which may inadvertently lead to an increased risk to occupational health and safety. Additionally, the [Workers Compensation Amendment Act 2011](#) expanded compensation to include diagnosed mental disorders caused by significant work-related stressors. This change is reshaping how mental illness is addressed in the workplace.



The needs of employers are always changing. Over the past decade, B.C.'s demand has grown for employees in construction natural gas, and mining. While this increasing demand represents a tremendous opportunity for employment and economic growth, there is a need to ensure that less experienced workers are aware of their right to safe and healthy workplaces. Ensuring workers and employers understand their workplace rights and responsibilities requires new communication, outreach and educational strategies. In addition, facilitating access to dispute resolution and other mechanisms to protect the public interest will remain an important role of the Ministry.

# 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 government's priorities and that those priorities, including leadership in the creation of jobs and investment attraction, are clearly communicated to citizens. Over the next three fiscal years, the Ministry aims to work towards achieving the following outcomes:

- Goal 1: British Columbia is recognized globally as a preferred place to invest and do business, in order to foster job creation
- Goal 2: Investment potential in each of British Columbia's regions and communities is maximized
- Goal 3: British Columbia's small business, tourism and creative sectors are thriving
- Goal 4: British Columbia has a highly skilled and competitive labour force
- Goal 5: Safe, healthy and fair workplaces, where employers and workers prosper and contribute to British Columbia's economic growth and prosperity

Minister Bond and Yamamoto's Mandate Letters from Premier Christy Clark dated June 10, 2013, include the following key deliverables. The locations in this Service Plan of the Ministry's specific strategies in support of these deliverables are noted in parentheses.

## **Minister Bond's deliverables:**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia. (p. 3)
2. Refresh, set new ambitious goals and continue implementation of the BC Jobs Plan. (p. 3)
3. Working with the ministries of Advanced Education and Education develop a seamless 10-year skills training plan for students from high school through entry into the workforce. (p. 26)
4. Review role and function of the Industry Training Authority. (p. 26)
5. Working with industry, training organizations and labour, identify areas of apprenticeship reform to improve results and reduce barriers to apprenticeship participation either on the part of employers or apprentices. (p. 27)
6. Review sectoral jobs round tables outcomes to ensure that government is meeting the needs of industries as they face the challenges of a growing economy. (p. 27)
7. Working with the Ministry of Education, identify best practices and pilot new programs to ensure high school students are able to obtain applied trades skills while in high school. (p. 27)

8. Working with the Ministry of International Trade and the Intergovernmental Relations Secretariat, act as lead ministry for Premier's trade missions. (p. 9)
9. Execute on our provincial tourism strategy and achieve goals as described in Gaining the Edge, the provincial sectoral strategy for tourism in our BC Jobs Plan. (p. 23)
10. Implement film industry commitments as outlined in Strong Economy, Secure Tomorrow including increased tax credits for post production and a new BC Film Commission office in California. (p. 25)

**Minister Yamamoto's deliverables:**

1. With the Minister of Jobs, Tourism and Skills Training, balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia. (p. 5)
2. Ensure implementation of the Small Business Accord and monitor for effectiveness of initiatives. (p. 22)
3. With the Ministry of Technology, Innovation and Citizens' Services ensure that government RFP documents are reduced to two pages for contracts under \$250,000 to enable more small businesses to participate in government procurement. (p. 5)
4. With the Ministry of Technology, Innovation and Citizens' Services develop strategies and reporting systems to ensure that our goal of 20 per cent of government procurement being won by small business is achieved. (p. 5)
5. Create and provide to me options for best executing on our commitment to having Premier's Small Business of the Year awards which will celebrate and recognize the best in BC small business community. (p. 22)
6. Execute on provincial tourism strategy and achieve goals as described in Gaining the Edge, the provincial sectoral strategy for tourism in our BC Jobs Plan. (p.23)

**Goal 1: British Columbia is recognized globally as a preferred place to invest and do business, in order to foster job creation**

In today's globalized world, capital and businesses are more mobile than ever, flowing easily across borders to where opportunities for growth are the greatest. To successfully compete in this environment, B.C. must become globally recognized as a preferred place to invest and do business. This means supporting potential investors and removing red tape that hinders economic growth. This goal is shared with the Ministry of International Trade.

## Objective 1.1: Facilitate major investments

### Strategies

- Assist global investors in taking their projects from idea to completion by bringing proponents, various levels of government and First Nations together to advance investment decisions.
- Work across government to help facilitate timely permitting and approvals for major projects.
- Utilize the Hosting Program to ensure significant investors have a positive experience when visiting B.C., including by expediting airport arrivals, arranging visits to remote sites, and identifying appropriate officials for meetings.

#### *Major Investments Office*

*B.C.'s [Major Investments Office](#) (MIO) works directly with global investors to take projects from idea to completion. MIO helps investors manage risk, smooth the path from concept to launch, reduce costs and expedite project approvals. MIO's project portfolio represents around \$35 billion in prospective investment.*

## Objective 1.2: Reduce red tape for businesses and citizens

### Strategies

- Reduce red tape and unnecessary regulations that hinder economic growth.
- Partner with local, federal and other provincial governments to reduce the overall regulatory burden for British Columbians.
- Support efforts to bundle government services across sectors to make it easier for businesses and citizens to interact with government and create new jobs.
- Take a citizen-centered and plain-language approach to government forms.
- Publish an Annual Regulatory Reform Report to demonstrate government's progress on cutting red tape and moving towards smart regulation.

### Performance Measure 1: Net change in the number of government-wide regulatory requirements since 2004

| Performance Measure   | 2004 Baseline | 2013/14 Forecast | 2014/15 Target              | 2015/16 Target              | 2016/17 Target   |
|---|---------------|------------------|-----------------------------|-----------------------------|------------------|
| Net change in the number of government-wide regulatory requirements since 2004 <sup>1</sup> | 228,941       | 10% net decrease | 0 net increase <sup>2</sup> | 0 net increase <sup>2</sup> | N/A <sup>3</sup> |

**Data Source:** Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

<sup>1</sup> The description has been refined to reinforce the target of zero net increase in regulatory requirements. The methodology remains unchanged.

<sup>2</sup> From the baseline.

<sup>3</sup> Government has committed to a zero net increase in regulatory requirements up to 2015.

## Discussion

Reducing the regulatory burden placed on citizens and businesses is critical to ensuring British Columbia's economic competitiveness, attracting international investment and 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.gov.bc.ca/regulatoryreform](http://www.gov.bc.ca/regulatoryreform).

## Goal 2: Investment potential in each of British Columbia's regions and communities is maximized

Investment is a key contributor to economic growth. The Ministry works to engage 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 in order to drive job creation.

### Objective 2.1: Enhance investment attraction and economic opportunities within each of B.C.'s eight key industry sectors

#### Strategies

- Continue to implement the *BC Jobs Plan* and release annual reports on its implementation.
- Ensure B.C.'s economic strategy and priorities are well communicated.
- Inform government policy and programming on how to improve the investment climate for B.C.'s eight key sectors and link industry to programs and information helpful in making investment decisions.
- Support the work of the Aboriginal Business and Investment Board.
- Connect international trade representatives from the Ministry of International Trade with business opportunities and products in B.C.
- Develop and implement sub-sector strategies to grow and advance the marine, aerospace and manufacturing industries.



**Performance Measure 2: Development and implementation of the marine, aerospace and manufacturing sub-sector strategies**

| Performance Measure   | 2013/14 Forecast | 2014/15 Target                        | 2015/16 Target                       | 2016/17 Target                       |
|---|------------------|---------------------------------------|--------------------------------------|--------------------------------------|
| Development and implementation of the marine, aerospace and manufacturing sub-sector strategies | N/A <sup>1</sup> | Three sub-sector strategies completed | 50% of strategy commitments underway | 75% of strategy commitments underway |

Data Source: Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

<sup>1</sup> This is a new measure for 2014/15.

**Discussion**

This new performance measure sets targets for the development and implementation of three sector strategies to support and grow the areas of advanced manufacturing, aerospace goods and services, and the marine industry cluster. These three sectors have been identified in the *BC Jobs Plan* as important areas for future economic growth in addition to the eight key industry sectors. The Ministry will engage with industry and cross-government representatives to review the sectors and undertake an inventory of industry capabilities, analysis of opportunities for industry growth, and identification of barriers and constraints impacting industry development. The three sector strategies are to be developed in 2014/15, with implementation of the resulting commitments to occur the following two years.

**Objective 2.2: Increase the capacity of communities to support economic development, diversification and resilience across all regions of B.C.**

**Strategies**

- Develop and share economic development best practices, government programming and supports with municipalities, regional districts and First Nation communities.
- Advance and implement priority economic initiatives established through five Regional Economic Collaborative Forums within the communities of the Elk Valley, Northwest, Nisga’a, Lytton-Clinton-Lillooet and Quesnel.
- Support the work of Ministry of Forests, Lands and Natural Resource Operations pertaining to rural development and ensure an economic perspective is applied to rural development decisions.
- Provide communities and businesses with online economic development tools such as the Business Attraction Toolkit and OpportunitiesBC.
- Support the cross-provincial tour of B.C.’s international trade and investment representatives.

**Performance Measure 3: Number of investment opportunity listings available through the OpportunitiesBC website**

| Performance Measure   | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|---|------------------|----------------|----------------|----------------|
| Number of investment opportunity listings available through the OpportunitiesBC website | 700              | 840            | 1,000          | 1,200          |

Data Source: OpportunitiesBC.

**Discussion**

This new performance measure sets targets for the number of investment opportunities listed on the Ministry’s [OpportunitiesBC](#) web tool. OpportunitiesBC is an online searchable database of business and project opportunities within B.C. that are suitable for investment. Opportunities included on the site are diverse, from bare land available for development, to business succession opportunities, to entrepreneurs looking for investment partners. OpportunitiesBC is a powerful investment attraction tool as listings can be viewed in B.C. and around the globe by interested investors and are utilized by B.C.’s trade and investment representatives to profile B.C. opportunities overseas. Usage of OpportunitiesBC continues to grow, and communities have reported interest from potential investors resulting from the site. In 2013, the site received 16,752 visits and over 149,364 views. The Ministry works with communities and regions to increase the number, quality and diversity of opportunities listed on OpportunitiesBC.

**Goal 3: British Columbia’s small business, tourism and creative sectors are thriving**

**Objective 3.1: Make B.C. the most small business friendly jurisdiction in Canada by reducing red tape, streamlining information and processes, and improving tools and resources to support business start up, growth and competitiveness**

**Strategies**

- Implement the actions that the [Small Business Accord](#) consultations identified as key to making it easier to do business in B.C. and new actions identified through the Small Business Roundtable.
- Continue to provide and improve tools and resources to support start up and growth of small businesses, including Small Business BC, Biz Pal, and Service to Business.

- Support the Premier’s People’s Choice Award, as part of a series of Small Business BC awards that recognize the best of B.C.’s small business community.
- Continue to consult and work with local governments to expand the Mobile Business License Program to streamline and simplify the licensing process, making it easier to do business in B.C.
- Identify key succession planning issues facing small businesses seeking to sell their business.
- Develop, deliver and promote the LNG Buy BC Program to allow B.C. businesses to take full advantage of LNG opportunities.
- Develop and implement — through collaborations with industry, post-secondary educational institutions and the federal government — a supplier development initiative that raises the productivity and competitiveness of B.C. businesses in key economic sectors.

#### ***Key actions under the Small Business Accord***

*Over 35,000 individuals and businesses helped create B.C.’s Small Business Accord and government has committed to taking the following key actions to ensure the Accord’s implementation:*

- 1. Develop a small business awareness strategy*
- 2. Encourage provincial/municipal collaboration on the Small Business Accord*
- 3. Develop a mobile trainers program for remote communities*
- 4. Reduce barriers to government’s procurement process*
- 5. Support an integrated small business mentoring program*
- 6. Support additional skills training*

*You can read the full text of these strategies on the Small Business Accord [webpage](#).*

- Support the reduction of the small business tax rate by 40 per cent by 2016/17.
- Support the new Premier’s Women’s Economic Council to provide face-to-face feedback on how government policy changes can help further women’s business opportunities in the province.

### **Objective 3.2: Work to ensure a globally competitive tourism industry by working with the tourism sector to better align and focus marketing activities, pursue emerging markets and support new business opportunities across all regions of the province**

#### **Strategies**

- Refresh and execute on [Gaining the Edge](#), the provincial tourism strategy, by working with Destination British Columbia and other key partners.
- Work with Destination British Columbia — the new tourism marketing Crown corporation — to market British Columbia domestically, nationally and internationally as a tourist destination, and



promote the development and growth of the tourism sector to increase revenue and employment in the industry.

- Continue to remove barriers to tourism growth and ensure that British Columbia’s brand promise of Super, Natural British Columbia® is considered in Crown land and resource use decisions.
- Maximize benefits to tourism from provincial infrastructure, including improving traveler services by investing \$3 million per year, beginning in 2015/16, to upgrade rest stops and visitor centres across British Columbia.
- Increase the flow of international travelers by working with the federal government and other provincial and territorial governments to improve traveler access (e.g., border issues, visa issues and air access).
- Support the implementation of a Trails Strategy for British Columbia and the Off Road Recreational Vehicle strategy to develop new trail networks and improve safety.
- Improve the effectiveness and accountability of the Municipal and Regional District Tax (MRDT) in order to better align and amplify results from community and provincial marketing activities.
- Build on existing partnership networks with First Nations tourism entrepreneurs to support regional business development and job creation.
- Work with the tourism industry to address workforce challenges and opportunities resulting from the diversity of careers, flexible job options and labour shortages found in this key employment sector.



#### Performance Measure 4: Total provincial tourism revenues

| Performance Measure               | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|-----------------------------------|------------------|----------------|----------------|----------------|
| Total provincial tourism revenues | \$15.1 billion   | \$16.1 billion | \$17.2 billion | \$18.0 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 2014/15 target is based on the period from January 1, 2014 to December 31, 2014.

## 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.

### Objective 3.3: British Columbia has a dynamic and sustainable creative sector

#### Strategies

- Partner with BC Stats and sector stakeholders to evaluate the size and economic impact of B.C.’s creative sector and work to raise awareness of the sector’s contributions.
- Support work to build new opportunities for British Columbia’s screen-based content and services, including by creating a British Columbia presence in Los Angeles and through new Bollywood partnerships and initiatives.
- Support work to ensure an effective tax credit regime for film production, including by redefining distant location eligibility to include Victoria and by extending the Digital Animation or Visual Effects (DAVE) credit to include post-production.
- Support work to expand opportunities for value-added jobs and economic activities including a one-stop shop for investors looking to start new digital ventures in British Columbia.
- Continue to support the unique role of Creative BC in advancing the interests of British Columbia’s creative sector.

#### *Creative BC*

*Creative BC is a non-profit society responsible for the development of the province’s creative sector (including film, publishing, music, gaming and interactive industries). Supported by government funding of \$2.3 million in 2014/15, Creative BC will work to support B.C.-originated film and television content, extend digital and market access programs to an expanding client base in publishing, music and interactive content development, and assist B.C.’s regional film commissions.*

### Performance Measure 5: Value of annual motion picture production expenditures in British Columbia

| Performance Measure  | 2013/14 Forecast | 2014/15 Target | 2015/16 Target      | 2016/17 Target      |
|--|------------------|----------------|---------------------|---------------------|
| Value of annual motion picture production expenditures in British Columbia | \$1.1 billion    | \$1.1 billion  | Maintain or improve | Maintain or improve |

Data Source: Creative BC. Data is based on calendar years (i.e., 2014/15 target is for 2014).

## Discussion

This measure demonstrates the British Columbia motion picture industry contribution to the economy and how the province has been able to maintain its position as a world-class centre for all types of motion picture production. Competition from other jurisdictions makes this progress significant and can be attributed to British Columbia's international reputation as a full service production centre and proven track record for providing exceptional value for the producer's dollar. Estimates show that motion picture production expenditures contributed over \$1 billion to the provincial economy in 2012. The sector creates local jobs and brings revenue to many communities across British Columbia.



## 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 skills development programs and information, refocusing labour market and training investments to meet regional and sector-based labour market needs, and by helping employers and workers connect efficiently. Immigrants do more than increase

our workforce; 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. The Province will continue to support our reputation as an attractive and welcoming destination for all.

### Objective 4.1: Support British Columbians to be first in line for the jobs of today and tomorrow by helping them develop the skills needed to take advantage of job opportunities

#### Strategies

- Work with the Ministries of Advanced Education and Education to develop a seamless 10-year skills training plan for youth.
- Implement strategies to enhance the performance and outcomes of B.C.'s industry training system based on the recent review of the role of the Industry Training Authority.
- Ensure the best available labour market information is used to align skills training priorities with labour market needs.

- Work to implement the *Skills and Training Plan* to meet employers' needs for trades workers and give British Columbians access to skilled trades jobs.
- Work with the federal government to renew the labour market agreement/Canada Jobs Fund and allocate funds to meet B.C.'s unique labour market needs.
- Work with industry, training organizations and labour to identify further areas of apprenticeship reform in order to improve results and reduce barriers to apprenticeship participation.
- Provide up to \$7.9 million a year to industry sector partnerships to help them identify their skills and workforce needs.
- Review sectoral jobs roundtable outcomes to ensure that government is meeting the needs of industries as they face the challenges of a growing economy.
- Implement sector-specific initiatives to facilitate foreign qualifications recognition and immigrants' integration into the labour market and the economy.
- Work with the Ministry of Education to identify best practices and pilot new programs to ensure high school students are able to obtain applied trades skills while in high school.
- Increase support to introduce more unemployed individuals to trades careers, with a particular focus on underrepresented groups such as Aboriginal people, women and immigrants, subject to renewal of the Canada / BC Labour Market Agreement.
- Continue to enhance [WorkBC.ca](http://WorkBC.ca) using innovative platforms and social media to help all British Columbians make informed education, training and career decisions and to promote entrepreneurship.
- As part of the Premier's Labour working group, build on the New West Partnership by finding ways to co-operate and make it easier for businesses and consumers to benefit from economic growth across Canada's West.

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

**Strategies**

- Promote the [Provincial Nominee Program](#) (PNP) to attract and retain more immigrants to help meet regional economic and labour market needs in support of *BC Jobs Plan* priorities.
- Examine ways to modernize the PNP application process to ensure its efficiency.
- Improve employers' access to workers from outside the province by providing them with information and supports to access programs, implementing international talent attraction strategies and developing pilot projects to streamline the attraction and retention of temporary foreign workers and international students in B.C.

- Work with Canada to enhance the responsiveness of federal immigration programs to B.C.’s particular labour market and economic needs, in particular by working with the federal government to increase B.C.’s annual PNP allocation levels.
- Develop and implement social marketing strategies to promote B.C. as a destination of choice to work and live.

**Performance Measure 6: Percentage of foreign worker and entrepreneur nominations processed each year under the Provincial Nominee Program**

| Performance Measure   | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|---|------------------|----------------|----------------|----------------|
| Percentage of foreign worker and entrepreneur nominations processed each year, based on the total Provincial Nominee Program (PNP) targets allocated by the federal government. | 100%             | 100%           | Maintain       | Maintain       |

Data Source: Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

Note: This measure’s description has been updated to increase understanding that the federal government sets the annual number of nominations available to each province and is responsible for issuing permanent resident visas.

**Discussion**

The [Provincial Nominee Program](#) (PNP) is designed to increase the economic benefits of immigration to the province by attracting skilled and entrepreneurial immigrants based on provincial economic needs, priorities and selection criteria. The PNP offers accelerated immigration for qualified skilled workers and experienced entrepreneurs and investors who can contribute to the economy. In the coming months, the Ministry will be looking at ways to modernize the PNP application process to increase efficiency and accelerate investment and job creation.

**Goal 5: Safe, healthy and fair workplaces where employers and workers prosper and contribute to British Columbia’s economic growth and prosperity**

The Ministry supports the *BC Jobs Plan* by maintaining a stable labour environment in the province and by supporting a fair workers’ compensation system and minimum employment standards. In practice, this means reducing strikes and labour disruptions by monitoring and assisting parties in negotiations. It also means balancing the interests of employers and workers. We do this through employment standards and workplace health and safety standards that attract and protect all B.C. workers, while creating a level playing field, and through a fair and equitable workers’ compensation system for workers and employers.

## Objective 5.1: Labour laws and policy are responsive to, and supportive of, the evolving world of work

### Strategies:

- Monitor the evolving world of work and collect feedback on labour laws, policy and other key issues through ongoing communication and dialogue with workers, employers, stakeholders and the public.
- Identify opportunities to enhance labour laws and policy to ensure they align and support strategic outcomes, including the *BC Jobs Plan*.
- Deliver on Government's commitment to restore heart disease in firefighters to the list of presumptive diseases recognized by WorkSafeBC.



## Objective 5.2: Clients and stakeholders are aware of and understand labour requirements and processes

### Strategies:

- Conduct outreach, education and training, and make educational materials available in relation to employment standards, the workers' compensation system and the *Labour Relations Code*.
- Leverage our workforce's diverse abilities and skills to deliver multilingual services where practicable, including videos, written materials and translated voice services.
- Provide direct workers' compensation assistance, guidance, representation and advisory services to workers and employers through the Workers' Advisers Office and the Employers' Advisers Office.

## Performance Measure 7: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

| Performance Measure  | 2004/05<br>Baseline | 2013/14<br>Forecast | 2014/15<br>Target | 2015/16<br>Target | 2016/17<br>Target |
|--|---------------------|---------------------|-------------------|-------------------|-------------------|
| Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch | 97.7%               | 97.7%               | 97.7%             | 97.7%             | 97.7%             |

Data Source: Labour Division, Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

## Discussion

This performance measure is both a reflection of labour stability and employer and worker knowledge of requirements and processes. The measure is determined by dividing the total number of employers subject to complaints filed with the Employment Standards Branch within a fiscal year by the total number of business establishments with employees throughout the province. A high percentage of employers without employee complaints registered with the Employment Standards Branch indicates a comprehensive and wide-spread understanding of Labour requirements and processes. This in turn creates the stable labour climate that the *BC Jobs Plan* is based upon. While there are no specific national benchmarks for this performance measure, other jurisdictions within Canada have also adopted this measure as a means to track labour stability.

The target range for this measure continues to reflect an ambitious and appropriate target for labour stability in our province.

### Objective 5.3: Accessible, reliable and timely services

Timely, accurate and quality decisions are critical to ensuring that a fair and effective process exists, and to the successful delivery of Ministry programs and services. Our commitment to service excellence is reflected in the way we interact with the public and our clients; we set service delivery standards to ensure consistency. We also engage our clients to identify ways we can further improve.

#### Strategies:

- Track, analyze and report out on service timelines.
- Use client satisfaction surveys to gather feedback about how service delivery can be improved.

### Performance Measure 8: Percentage of Employment Standards Branch cases resolved within 180 days

| Performance Measure  | 2010/11 Baseline | 2013/14 Forecast | 2014/15 Target   | 2015/16 Target   | 2016/17 Target   |
|--|------------------|------------------|------------------|------------------|------------------|
| Percentage of Employment Standards Branch cases resolved within 180 days | 78%              | greater than 78% | greater than 78% | greater than 78% | greater than 78% |

Data Source: Labour Division, Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

## Discussion

In 2011/2012, the Ministry developed this measure, which presents a timeliness indicator. By aiming to resolve cases within the 180-day time period, we are able to establish clear expectations for workers and employers and can ensure workers will receive any money they are owed within a designated time period. The measure is based on a 2010/2011 baseline and is calculated by dividing the number of cases resolved within 180 days by the total number of cases filed.

# Resource Summary

| Core Business Area                | 2013/14<br>Restated<br>Estimates <sup>1</sup> | 2014/15<br>Estimates | 2015/16<br>Plan | 2016/17<br>Plan |
|-----------------------------------|---|----------------------|-----------------|-----------------|
| <b>Operating Expenses (\$000)</b> |   |                      |                 |                 |

|   |                |                |                |                |
|---|----------------|----------------|----------------|----------------|
| Labour Market and Immigration Initiatives...          | 17,248         | 17,248         | 17,248         | 17,248         |
| Tourism and Small Business .....                      | 7,470          | 7,470          | 7,470          | 7,470          |
| Major Investments Office .....                        | 2,871          | 2,871          | 2,871          | 2,871          |
| Economic Development .....                            | 6,800          | 6,800          | 6,800          | 6,800          |
| Transfers to Crown Corporations and<br>Agencies ..... | 145,418        | 145,418        | 145,418        | 145,418        |
| Executive and Support Services .....                  | 3,881          | 3,881          | 3,881          | 3,881          |
| Labour Programs .....                                 | 14,697         | 14,697         | 14,697         | 14,697         |
| Northern Development Fund<br>Special Account.....     | 500            | 500            | 500            | 500            |
| <b>Total .....</b>                                    | <b>198,885</b> | <b>198,885</b> | <b>198,885</b> | <b>198,885</b> |

## Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)

|                                     |               |              |          |          |
|-------------------------------------|---------------|--------------|----------|----------|
| Executive and Support Services..... | 21,944        | 9,472        | 1        | 1        |
| Labour Programs .....               | 108           | 3            | 3        | 3        |
| <b>Total .....</b>                  | <b>22,052</b> | <b>9,475</b> | <b>4</b> | <b>4</b> |

<sup>1</sup> For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

\*Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).



# Appendix 1: Ministry Contact Information

## Ministers' Offices

Honourable Shirley Bond  
Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour  
PO Box 9071  
Stn Prov Govt  
Victoria B.C. V8W 9E2  
Email: [JTST.Minister@gov.bc.ca](mailto:JTST.Minister@gov.bc.ca)  
Phone: 250 356-2771

Honourable Naomi Yamamoto  
Minister of State for Tourism and Small Business  
PO Box 9054  
Stn Prov Govt  
Victoria B.C. V8W 9E2  
Email: [SSB.Minister@gov.bc.ca](mailto:SSB.Minister@gov.bc.ca)  
Phone: 250 356-0946

## Deputy Minister's Office

Dave Byng  
Deputy Minister  
Ministry of Jobs, Tourism and Skills Training and Ministry Responsible for Labour  
PO Box 9846  
Stn Prov Govt  
Victoria B.C. V8W 9T2  
Email: [DM.JTST@gov.bc.ca](mailto:DM.JTST@gov.bc.ca)  
Phone: 250 952-0102

To learn more about the numerous programs and services provided by the Ministry of Jobs, Tourism and Skills Training and the Ministry Responsible for Labour please visit [www.gov.bc.ca/jtst](http://www.gov.bc.ca/jtst)

To find a specific person or program in the Ministry of Jobs, Tourism and Skills Training and the Ministry Responsible for Labour, you can use the [B.C. Government Directory](#).

## 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](http://www.nkdf.org).

### Corporate Governance

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

- John Amos
- Janice Baker
- Shannon Eakin
- Greg Goodwin, (Ministry Representative)
- Ray Klingspohn
- Mike Robertson
- Lianne, Olson
- Wayne Salewski (Chair)
- Shelley Wall

Biographical information can be located at: [nkdf.org/aboutus/board-members](http://nkdf.org/aboutus/board-members).

### Goals and Strategies

Nechako-Kitamaat Development Fund Society will focus on the following primary areas: Capacity Building, Planning, Business Development, Recreational-Social, Community Infrastructure and Tourism. At the strategic planning session held in Burns Lake on May 28, 2013, the NKDFS Board of Directors determined to:

1. Continue to accept proposals and evaluate applications using the existing criteria.
2. Continue to refine decision making, reporting, consultations, and evaluation.
3. Implement changes to policies and procedures based on the consultations with communities, while honouring the recommendations of the Advisory Board.
4. Continue learning how to measure and evaluate projects funded, past and future.
5. Ensure effective communications with stakeholders, including reporting of outcomes.

### Summary Financial Outlook

|  | 2012/13<br>Actual | 2013/14<br>Forecast | 2014/15<br>Budget | 2015/16<br>Budget | 2016/17<br>Budget |
|--|-------------------|---------------------|-------------------|-------------------|-------------------|
| Transfers from British Columbia Investment Management Corporation..... | \$500,000         | \$500,000           | \$500,000         | \$500,000         | \$500,000         |

