

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

**2013/14 – 2015/16
SERVICE PLAN**

February 2013



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



British Columbia has unique advantages that the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour can count on to position B.C. as a leader in the creation of jobs and opportunities for families.

We have adapted our global tourism market approach to ensuring a strong and sustainable tourism sector by creating Destination BC, a new tourism marketing Crown corporation commencing operations in April 2013. Destination BC will focus on attracting visitors from priority markets and increasing revenue per stay.

A strong record of fiscal discipline, proximity to Asia, natural resources, and cultural diversity make B.C. an ideal place to do business – they are the reason that, despite a volatile global market, our economy is stable and growing. We continue to open and expand markets for B.C. goods and services and attract investment to grow B.C.’s priority sectors. Our three new trade and investment offices – in Mumbai and Chandigarh (India) and Hong Kong (China) – will allow us to take great strides in these efforts.

As part of the *BC Jobs Plan*, the Major Investments Office works directly with prospective investors whose projects have the potential to provide significant economic benefits to B.C. There is currently over \$80 billion actively invested in B.C. and the estimated value of proposed projects is \$133.6 billion.

Since the launch of *Canada Starts Here: The BC Jobs Plan* one year ago, billions in new investment and thousands of new jobs have been added to our economy, making the province a national leader in job creation. Eight of 19 *BC Jobs Plan* targets have been met and we are on track to meeting the remaining 11 targets.

Now we must refocus on our greatest strength – our people – and ensure they have the skills needed to fill B.C.’s jobs, and that our training system is meeting their needs. After all, a skilled workforce is the backbone of our resilient economy.

By 2020, B.C. will see one million job openings, and almost half of them will require some kind of trades or technical training. That’s why government needs to ensure that B.C. has enough workers with the skills needed to fill these jobs and that British Columbians can take advantage of the jobs available today and down the road. Supporting B.C.’s workforce and families through skills training and investment attraction is a key consideration in this Ministry’s decision making process.

The Ministry is committed to providing B.C.’s workforce with a stable, safe and healthy labour environment. This includes ensuring labour laws, programs and policies are responsive to, and supportive of, both the private and public sectors and that clients and stakeholders are aware of and understand labour requirements and processes.

The Ministry of Jobs, Tourism and Skills Training *2013/14 - 2015/16 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.

A handwritten signature in cursive script, appearing to read "Pat Bell".

Honourable Pat Bell
Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour

February 6, 2013

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



Small business is the backbone of our communities and our economy. Small business accounts for 98 per cent of all businesses in B.C., employs over one million people, provides 56 per cent of all private sector jobs, and contributes 29 per cent of the province's gross domestic product (GDP).

As Minister of State for Small Business, I am proud of our government's leadership in cutting red tape and working with the small business sector to find ways to make it easier for business to do business in B.C. In fact, B.C. is leading the country in the fight against red tape. Since 2001, we've reduced regulatory requirements by over 42 per cent. That's more than 150,000 regulatory requirements off the books.

Each year, we proclaim October as Small Business Month in B.C., a time for small business owners and operators to network, develop and share business ideas and learn about government services and programs that support the sector. During the Small Business Month in October 2012, I travelled to every corner of the province, visiting small business owners and chambers of commerce.

Also as part of Small Business Month in 2012, we announced the creation and consultation phase of the BC Small Business Accord, which provides guidance to government to ensure that the proper tools, support and regulations are developed to make B.C. the most business-friendly jurisdiction in the country. The BC Small Business Accord also builds on the efforts of the Small Business Roundtable, the Action Plan for Small Business and the Regulatory Reform Initiative.

We've come a long way in making B.C. one of the most business-friendly jurisdictions in Canada, but there is still much to do.

In my role as the Minister of State for Small Business and under the *Balanced Budget and Ministerial Accountability Act*, I am responsible for achieving the following results for 2013/14:

- a) Lead the work of the small business portfolio and support the implementation of initiatives that contribute to making B.C. one of the most small business friendly jurisdictions in Canada.
- b) Adopt the BC Small Business Accord, developed through consultation with small businesses, outlining specific principles for the B.C. government to follow.
- 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) In response to recommendations from the Small Business Roundtable, coordinate the delivery of the Action Plan for Small Business, which sets out government's strategy for supporting small business.

- e) Work across government and in partnership with private sector organizations and other levels of government and continue to deliver tools, training and information to assist small business start-up and growth in all regions of British Columbia.
- f) Submit to Cabinet a report on the results referred to in paragraphs (a) to (e) on or before March 31, 2014.



Honourable Naomi Yamamoto
Minister of State for Small Business

February 6, 2013

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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 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 and expand priority international and domestic markets for B.C. goods and services, and attract and facilitate new investment to grow B.C.'s priority sectors.
- Develop B.C.'s regions and key industries to their full economic potential.
- Enhance competitiveness for small business by streamlining regulatory requirements and processes, and providing easier access to government programs and supports.
- Ensure that B.C. has enough skilled, highly productive workers to meet the needs of our growing economy.
- Promote safe and healthy workplaces and ensure that employers, workers and unions understand and apply B.C.'s labour laws.
- Promote labour stability and protect workers, by balancing the interests of employers and workers.
- Support B.C.'s tourism industry in being globally competitive and sustainable.



The Ministry leads, and is guided by, government's 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 natural gas, mining, forestry, tourism, technology, agri-foods, transportation (ports, marine and aerospace) and international education. Consultation with key partners identified these eight sectors as having the greatest potential to drive new investment in B.C., provide us with a global competitive advantage, and support local economies across the province.

The Ministry's work to implement the *Jobs Plan* is carried out in collaboration with ministries and agencies from across government.

Opening Markets and Attracting Investment

The Ministry provides integrated trade and investment programs and services to help B.C. 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 priority Asian markets like China, Japan, South 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. This includes promoting the use of wood products and implementation of B.C.'s Wood First initiatives that encourage a cultural preference toward viewing wood as the first choice for construction, interior design and daily living. At the same time we ensure that we work to protect our market position in large existing markets, such as the U.S. and the E.U.

The Ministry also leads B.C.'s efforts to 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](#).

The [Major Investments Office](#) (MIO), established in the January 2012, is an integral part of the *BC Jobs Plan*. It works directly with prospective investors whose projects have the potential to provide significant economic and job creation benefits to British Columbia. 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 government 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.

Economic Development

Economic growth and diversification benefit 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 investment readiness.
- Connect communities, industries, associations and government on issues critical to provincial economic development.
- Provide communities, industries and associations with information on government 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 Investment Council](#) and the [BC Jobs and Investment Board](#). The Ministry works with regional economic development trusts — including the [Columbia Basin Trust](#), the [Nechako-Kitamaat Development Fund Society](#), the [Northern Development Initiative Trust](#), the [Island Coastal Economic Trust](#), the [Southern Interior Development Initiative Trust](#), the [Omineca Beetle Action Coalition](#), the [Cariboo Chilcotin Beetle Action Coalition](#) and the [Southern Interior Beetle Action Coalition](#) — to align on-the-ground efforts in a manner that results in the best regional economic outcomes.

Ensuring a Skilled Workforce

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. 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](#) (a Crown corporation affiliated with the Ministry), the Ministry develops and implements skills training and credential recognition initiatives and programs to position B.C.'s workforce and employers for economic success. In addition, investments through the federally funded [Labour Market Development Agreement](#) and the [Labour Market Agreement](#) are being made to develop the information and analysis needed to inform policy decisions and to support labour market decisions made by workers and employers.

The Ministry's immigration, settlement 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 and in settling and integrating newcomers and their families into communities across the province.

Creating 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 Appeals 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 [Families First Agenda](#) by ensuring that B.C.'s labour laws and policy keep pace with and reflect the ever-changing world of work.



Ensuring a Competitive and Sustainable Tourism Industry

Tourism is one of British Columbia's most important industries, yet there is room to grow. The Ministry is responsible for developing and leading the coordinated implementation of the Provincial Government's agenda for Tourism. This includes working collaboratively across and between governments to implement [Gaining the Edge](#), the government's five-year tourism strategy. This strategy aims at ensuring that the tourism sector remains a key driver for growing the B.C. economy.

The Ministry provides policy direction and coordinates activities between government and Destination BC — an industry-led marketing agency and key tourism partner — as well as other

Provincial bodies with mandates that impact tourism (such as the Ministry of Forests, Lands and Natural Resource Operations and BC Parks). The Ministry leads activities that reduce barriers to the growth of tourism and focuses on the competitiveness and sustainability of British Columbia's tourism sector.

Destination BC

Destination BC is responsible for developing and implementing tourism marketing strategies to promote tourism in B.C. including:

- *Marketing British Columbia as a tourism destination domestically, nationally and internationally.*
- *Promoting the development and growth of the tourism industry in British Columbia to increase revenue, employment and economic benefits.*
- *Enhancing public awareness of tourism and its economic value to British Columbia.*
- *Supporting the Tourism Industry: providing support for regional, sector and community tourism marketing; providing leadership in tourism marketing and product development; supporting training and development related to tourism marketing.*
- *Supporting visitor services.*
- *Conducting tourism marketing research.*

Enhancing Small Business Competitiveness

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.

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.

Opening Markets and Attracting Investment

B.C. relies on trade and investment for its economic development and, while no other province in Canada is as well positioned to serve as Canada’s gateway to the growing economies of the Asia-Pacific, B.C. faces international competition in trade and investment. The trade environment has been especially challenging in recent years with the global economic downturn, the corresponding decline in trade with the U.S., our largest trading partner, and continuing economic problems in Europe.

While impressive growth in Asia has experienced a recent slowdown, China’s economy is showing signs of renewed strength. At the same time, families in the fast-growing economies of Asia continue to gain new buying power. In fact, in 2011 the share of exports destined for the Pacific Rim eclipsed those to the U.S. for the first time in the province’s history, and our softwood lumber exports to China surpassed \$1 billion, also for the first time. In 2012, exports to China have increased by 13.5 per cent over 2011, and wood product exports to the U.S. are up by almost 27 per cent. Demand for B.C.’s products is growing in other areas as well. India, as one of the world’s fastest growing economies represents real growth potential for products and services including forestry, mining, agri-foods, transportation, natural gas and international education. B.C. exports to Latin America increased by roughly 85 per cent since 2007. Coal exports accounted for about 65 per cent of B.C.’s goods exports to Latin America in 2011. Global investors interest in liquefied natural gas (LNG), biomass and clean energy fuel cell technology ventures has resulted new partnerships, markets and job creation across the province.

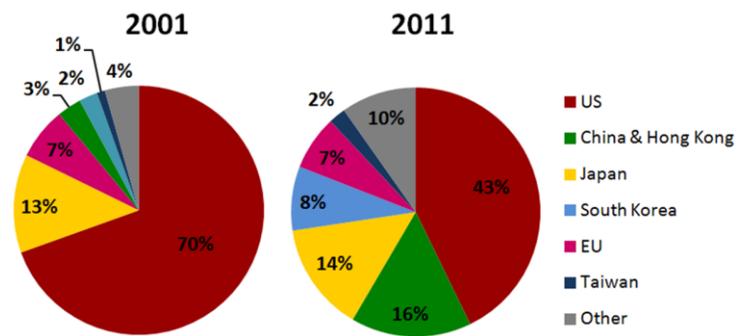


Figure 1: B.C. Goods Exports (2001, 2011).

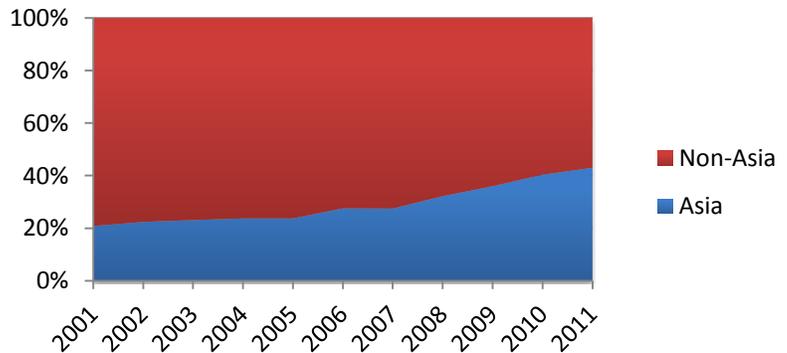


Figure 2: B.C.’s share of exports to Asian/Non-Asian countries (2001 - 2011).

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 encourage and support communities and regions to become investment-ready by helping to identify economic assets, establish economic priorities, market economic opportunities, attract investment and promote best practices.

We work with industry, association and board representatives to ensure government is aware of actions it can take to foster a positive investment climate and grow business. We also work with industry, other ministries and the federal government to find ways to improve the investment climate in B.C. in a way that is balanced with the overall priorities of the Province.

Ensuring a Skilled Workforce

Without action, skills shortages 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 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 new [*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 our demographics, B.C. will need to continue to improve the participation rates of underrepresented populations in the labour force (such as youth, Aboriginal people, women, seniors and persons with disabilities) and increasingly rely on 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.

Since 1998, Canada and B.C. have had an agreement that devolved federal responsibility for the design, delivery and administration of settlement services for immigrants to the Province. In 2012, the

federal government announced that Citizenship and Immigration Canada will resume the administration of these programs in 2014.

Creating 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](#) expands compensation to include diagnosed mental disorders caused by significant work-related stressors. This change will reshape 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 high-hazard sectors including construction and mining. This has resulted in large numbers of workers who may be less aware of their rights due to limited experience in the workplace. Additionally, some workers face communication challenges that include language and literacy barriers. Ensuring workers and employers understand their workplace rights and responsibilities requires new communication, outreach and educational strategies.

The global economic crisis has impacted collective bargaining in the public and private sectors. There remains a high degree of pressure for employers and unions to renew collective agreements with no or limited strike action so as not to jeopardize private sector employers’ ability to stay in business and public sector employers’ ability to maintain critical services. For these reasons, facilitating access to dispute resolution and other mechanisms to protect the public interest will remain an important role of the Ministry.

Ensuring a Competitive and Sustainable Tourism Industry

Tourism is one of British Columbia’s most important industries. The traveler economy generates over \$3 billion in export revenue annually. Tourism affects every region of the province and is part of the economic fabric of each and every community. B.C.’s tourism industry grew 1.2 per cent in 2011, generating \$6.5 billion of GDP and employing approximately 127,000 people, translating to roughly one out of every 15 people employed in the province. This demonstrates ongoing demand for the *Super, Natural*

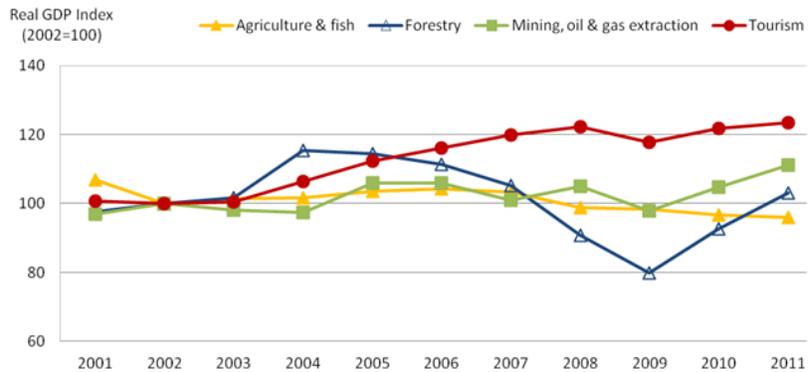


Figure 3: Real GDP index for select sectors (2001 to 2011)

British Columbia[®] experience. The growth is especially encouraging given challenges such as a high-valued Canadian dollar, limited direct air access to B.C. from overseas markets, and continued economic instability around the globe. 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, which include the United States and a healthy domestic travel market. Additionally, there are significant opportunities to further diversify our tourism markets. 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. B.C.'s diverse landscapes and experiences, coupled with the warmth of British Columbians, continue to uniquely position the province to attract potential visitors from around the world.

Enhancing Small Business Competitiveness

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. As competition for the world's best and brightest talent increases, the province must position itself to develop, attract and retain highly skilled workers and entrepreneurs.

Access to venture capital is critical to realizing the full potential for small business growth and sustainability. B.C. is more successful than other Canadian jurisdictions in attracting venture capital. In 2011, B.C. ranked third among provinces for venture capital invested (\$226 million in B.C. companies), and second for venture investment per capita (\$49.52). The Ministry will continue to support venture capital programming for small businesses from "angel investors" — entrepreneurial investors who fund start-up and growth companies — as well as expansion capital from fund managers working with the [B.C. Renaissance Capital Fund](#).

Small business drives job creation, productivity and economic growth. There are over 385,000 small businesses in B.C., accounting for 98 percent of all businesses in the province. These businesses employ over one million people, generate 29 per cent of the province's GDP, and account for 84 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 lead regulatory reform efforts, support small business start-up and growth, to establish anchor companies and enhance small business productivity, and competitiveness.

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 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.
- Goal 2: Investment potential in British Columbia's regions and communities is maximized.
- Goal 3: British Columbia has a highly skilled and competitive labour force.
- Goal 4: Safe, healthy and fair workplaces where employers and workers prosper and contribute to British Columbia's economic growth and prosperity.
- Goal 5: British Columbia's tourism industry is globally competitive and sustainable.

Goal 1: British Columbia is recognized globally 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 an 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: Open and expand markets for B.C. goods and services, particularly in Asia, and attract investment to grow B.C.'s priority sectors.

Strategies

- Promote B.C. internationally and expand markets in key sectors — including forestry, tourism, technology, mining, natural gas, agri-foods, transportation (port, marine and aerospace) and international education — by doubling our international trade and investment representative presence (from 2011 levels) and deploying dedicated sector staff in overseas offices.
- Implement focused business development and marketing programs in key overseas markets like China, India, South Korea, Japan, the U.S. and Europe, including showcasing B.C.'s products



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

- Connect B.C. business to international buyers to develop export markets for key *Jobs Plan* sectors. Enhance export opportunities by strengthening relationships with industry and government partners — both domestic and international — and by leveraging the potential of 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, identifying key accounts and offering enhanced hosting capabilities, targeting international companies to relocate to B.C., and facilitating successful outcomes from investment opportunities.
- Reduce barriers to trade by advancing B.C.’s priorities in international trade negotiations (including the Canada-European Union free trade negotiations and free trade negotiations with India and other key trade partners), and aggressively promoting and defending B.C.’s interests by reducing or eliminating protectionist measures in other jurisdictions through engagement and, where necessary, more formal means (e.g. 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](#).

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

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Total value of foreign direct investment facilitated by Ministry programs	\$550 million	\$600 million	\$734 million	\$750 million

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

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. We also provide hosting and other services to inbound investment delegations and help sectors and communities to be investment-ready.

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

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Total number of international business agreements facilitated by Ministry programs	60	65	80	80

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

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](#).

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

Competing globally and increasing productivity are essential considerations to ensure that British Columbians and their families have access to a greater number and diversity of well-paying, sustainable jobs and therefore future prosperity.

Strategies

- Through the newly-established Major Investments Office, lead and work with ministries and agencies to support job creation by working directly with investors proposing significant projects.
- Utilize the Hosting Program to ensure significant investors have a positive experience when visiting B.C.
- Facilitate a welcoming economic environment to attract international and domestic investments.
- Increase global awareness and market share of B.C. manufactured products.
- Promote and position B.C. companies to gain a larger share of industrial regional benefits through increased federal contract procurement.

- Increase B.C.’s trade, investment and competitiveness by implementing initiatives in response to the BC Jobs and Investment Board’s recommendations.

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 raise awareness of, increase access to, and deliver programs that support the sustainability and growth of the small business sector, creating new jobs for British Columbians.
- Identify and address key issues facing small businesses throughout British Columbia, ensuring government policies and services are effective and efficient for business owners.



- Increase business competitiveness by reducing the time and cost of complying with government regulatory requirements or accessing government services (for example, by promoting 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 reach of the [Small Business Venture Capital Tax Credit](#) program while ensuring it responds to the needs of regional economies.
- Target venture capital programs and policy to support the expansion of “anchor” technology companies that drive job creation and innovation.
- Through the [B.C. Renaissance Capital Fund](#), make venture capital available for increased investment in B.C..

Performance Measure 3: Number of government-wide regulatory requirements.

Performance Measure	2004 Baseline ¹	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Number of government-wide regulatory requirements	228,941	10% decrease	0 net increase	0 net increase	0 net increase

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

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.gov.bc.ca/regulatoryreform.

Goal 2: Investment potential in British Columbia'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.

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

Strategies

- Assess and action the recommendations of the BC Jobs and Investment Board.
- Focus Major Investments Office efforts on high-potential investment opportunities located in all regions.
- Partner with the Aboriginal Business and Investment Council to develop and launch an economic development *Success Through Sharing* playbook and connect First Nation communities with business opportunities.

OpportunitiesBC

The Province has launched [OpportunitiesBC](#) designed to match business opportunities with investors around the world — a one-stop portal featuring an online searchable database and contact information. Domestic and international representatives will work to promote business opportunities across their networks and field enquiries from potential investors.

Aboriginal Business Investment Council

In December 2012, the Aboriginal Business Investment Council hosted the Success Through Sharing symposium celebrating Aboriginal business experiences and ideas. The symposium brought businesses and B.C. First Nations together to discuss successful investment models and create partnership ventures. This was an example of the type of work that the Aboriginal Business and Investment Council will continue to pursue in order to support greater participation of Aboriginal people in the economy.

- Actively engage with communities, industry associations, economic development agencies and trusts and other areas and levels of government to inform policy and legislative options that stimulate and diversify rural and regional economies.

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

Strategies

- Provide training on economic development best practices to local governments throughout all eight economic regions of B.C.
- Facilitate regional economic development workshops to identify regional assets, set priorities and develop economic development strategies for the regions.
- Provide communities and businesses with online economic development tools and access to land use data that support regional economic diversification and investment readiness, including by launching:
 - Atlas BC - spatial data for economic development
 - Business Hosting and Investment Readiness Toolkit

Goal 3: 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. By supporting the successful settlement and integration of immigrants and their families into communities, B.C. increases their economic, social and cultural contribution and secures our reputation as an attractive and welcoming destination for all.

Objective 3.1: Support British Columbians to develop the skills needed to take advantage of job opportunities in B.C.

Government's new [*Skills and Training Plan*](#) will ensure British Columbians have the information they need to guide them in their career choices and that they can access training when and where they need it to take advantage of the existing and emerging job opportunities across the province.

Strategies

- Work with the Industry Training Authority to implement the *Skills and Training Plan* to create a more effective skills and training system. This includes matching trades and technical program

dollars to regional needs, piloting flexible training delivery models to reduce the time apprentices must spend away from the worksite, and introducing up to 15 regional apprenticeship coaches to increase apprenticeship completion rates.

- 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 \$7.9 million a year to industry sector partnerships to help them identify their skills and workforce needs.
- Provide up to \$27 million in 2013/14 to enable workers to take on higher skill/higher pay work and help sectors address specific skills needs through the Employment Skills Access and [Labour Market Sector Solutions Programs](#).
- Increase support by up to \$3 million annually to introduce unemployed individuals to trades careers, with a particular focus on underrepresented groups such as Aboriginal people, women and immigrants.
- Implement sector-specific initiatives to facilitate foreign qualifications recognition and 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 4: Number of clients supported to access the labour market.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Number of clients supported to access the labour market	45,426	42,497 ¹	TBD ¹	TBD ¹

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

¹ Targets are subject to budget appropriations and federal government support. See the discussion section below for details.

Discussion

This performance measure sets targets for the number of clients served by Ministry programs under the Canada-B.C. Labour Market Agreement, the Targeted Initiative for Older Workers and a portion of the Canada-B.C. 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.

A large portion of the above programs are supported with federal funding transferred to B.C. under the Canada-B.C. Immigration Agreement. In April 2012, Canada advised B.C. that it will re-assume responsibility for the design and delivery of these federally-funded immigrant settlement programs and services. The impact on the number of clients served under B.C. programs is to be determined. Moreover, the current, six-year Canada-B.C. Labour Market Agreement — a source of funding for additional programs — is scheduled to expire on March 31, 2014. Renegotiation of this agreement is underway and targets will be subject to those negotiations. For these reasons, the Ministry is not yet able to set targets for the 2014/15 and 2015/16 fiscal years.

Objective 3.2: Attract and retain new workers, entrepreneurs and students throughout British Columbia and facilitate integration of them and their families.

Strategies

- Implement key recommendations of B.C.'s Immigration Task Force, including:
 - Expand and promote the [Provincial Nominee Program](#) to attract and retain more immigrants to help meet regional economic and labour market needs.
 - Improve employers' access to workers from outside the province by providing them with access to information and supports in accessing programs, implementing international talent attraction strategies as well as 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.
- Develop and implement social marketing strategies to promote B.C. as a destination of choice to work and live.
- Deliver over \$120 million in immigrant settlement and integration services to increase access to settlement services and improve the integration of immigrants and their families throughout the province in 2013/14.
- Collaborate with local governments, organizations, sectors and employers to build welcoming and inclusive communities and workplaces, where immigrants and their families can fully participate in B.C.'s social and economic development.

Performance Measure 5: Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program (PNP) ¹	3,625	4,125 ²	4,500 ²	4,500

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

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

² The Ministry is negotiating B.C.'s allocation of nominations for 2013 - 2015 as part of a new federal-provincial multi-year planning process for provincial nominee programs nationally. Targets are subject to negotiation and federal government approval, and have been adjusted downwards from last year due to continuing federal restrictions on the growth of PNP nominations.

Discussion

The [Provincial Nominee Program](#) (PNP) 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 PNP. While the PNP is a provincially administered program, the federal government sets the annual number of nominations available to each province and is responsible for issuing permanent resident visas.

Goal 4: 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 4.1: Labour laws and policy are responsive to, and supportive of, the evolving world of work.

The Ministry's legislation, policy and services protect the health and well-being of B.C. workers by fostering fairness and ensuring that appropriate protections, supports and remedies are available to promote labour stability. A key way to ensure labour laws and policy keep pace with the changing world of work is to continue communicating with employer and worker stakeholder groups and the public regarding their views on labour issues.

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*.

Objective 4.2: Clients and stakeholders are aware of and understand labour requirements and processes.

It is imperative that employers, workers, unions and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes and how to access services. When this occurs, there are higher rates of compliance and more effective outcomes for workers, employers and unions.

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.

Multicultural Services for Workers and Employers

We recognize that B.C. workers and employers are an incredibly diverse group with unique needs and preferences. In 2012, the Ministry's Labour division completed an inventory of its multicultural services. These include real-time language translation in 100 languages for employers and workers involved in the workers' compensation system and the more than 15 languages Labour staff are fluent in. This inventory of culturally-diverse services is now available to all Labour staff in order to provide British Columbians with excellent service. The Labour division has also created a series of short videos that provide an overview of some of its more complicated processes. The Ministry will be translating these videos and additional materials in 2013.

- 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 6: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.

Performance Measure	2004/05 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	96.5 - 98.5%	96.5 - 98.5%	96.5 - 98.5%	96.5 - 98.5%

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 4.3: 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 7: Percentage of Employment Standards Branch cases resolved within 180 days.

Performance Measure	2010/11 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 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.

Performance Measure 8: Client satisfaction with Employers' Advisers Office (EAO) and Workers' Advisers Office (WAO).

Performance Measure	2012/13 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Employer satisfaction related to EAO services (educating, advising, assisting and representing employers) as well as overall satisfaction with EAO	Establish baseline using new survey questions	N/A ¹	90% of employers satisfied with EAO	90% of employers satisfied with EAO	90% of employers satisfied with EAO

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

¹ The baseline for this measure is targeted to be established by the end of the year.

Performance Measure	2004/05 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of workers who are satisfied or very satisfied with WAO	73%	greater than or equal to 80%	N/A ¹	greater than or equal to 80%	N/A ¹

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

¹ The WAO survey is conducted biannually and results will not be available for the 2013/14 and 2015/16 years for this reason.

Discussion

This measure demonstrates how satisfied clients are with the services provided by the Employers' Advisers Office (EAO) and the Workers' Advisers Office (WAO). WAO's measure of greater than 80 per cent client satisfaction was developed as a stretch goal and builds upon the findings of their first survey, which revealed a satisfaction rate of 73 per cent.

For 2012/13, EAO has redesigned its client survey with the help of BC Stats to determine where improved services can be delivered to employers. EAO has established a target of 90 per cent client satisfaction which represents a continuation of their past target. They will be surveying employers on an annual basis to ensure service delivery is as effective as possible.

Goal 5: British Columbia's tourism industry is globally competitive and sustainable.

Due to its wealth of unparalleled tourism experiences, British Columbia is already recognized as an extremely desirable destination to visit. Government's five-year tourism strategy, *Gaining the Edge*, builds 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.

Objective 5.1. Ensure a Competitive and Sustainable Tourism Sector.

- Oversee the performance and accountability framework for Destination BC.
- Ensure a coordinated delivery of the Provincial tourism agenda, by ensuring that Destination BC and government ministries are coordinated and that opportunities to leverage resources are pursued.
- Facilitate destination development to sustain and build B.C.'s competitive advantages.
- Work with partners across government to create an investment climate that promotes innovation and sustainability for the tourism sector (e.g. supportive taxation regimes, appropriate regulatory environment, maximize the economic potential of Crown assets).



Figure 4: B.C.'s Tourism Regions

- Identify and advance common tourism issues with federal, provincial and territorial governments.
- Facilitate access to Crown land for tourism development and programs, under the provincial “One Land Manager” integrated decision-making framework.
- Foster solutions to labour shortages in B.C.’s tourism workforce, critical to tourism growth and investment attraction.

Objective 5.2: Attract visitors from priority markets and increase revenue per stay.

Strategies

- Increase the flow of international travelers by working with the federal government and other provincial and territorial tourism ministries to improve traveler access (e.g. border issues, visa issues, air access).
- Increase the flow of domestic travelers by working across government to increase and improve travel (e.g. highway signage).

Objective 5.3: Maximize efficiency and effectiveness of marketing within the B.C. tourism industry.

Strategies

- Ensure marketing decisions are informed by the needs of the Province.
- Support Destination BC in the goal of coordinated marketing internationally, provincially, regionally and locally to achieve maximum efficiency and effectiveness.

Performance Measure 9: Provincial Tourism Revenues.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Total provincial tourism revenues	\$14.2 billion	\$15.1 billion	\$16.1 billion	\$17.2 billion ¹

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.

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.

Continuing global economic challenges impacting tourist travel have shifted the overall tourism revenue projections for the next two years. Current projections are \$15.1 billion for 2013/14 (as opposed to \$15.5 billion a year ago) and \$16.1 billion for the 2014/15 fiscal year (versus \$16.3 billion projected last year). Maintaining B.C. as a strong destination of choice is a key component of the government's goal of having tourism revenues grow to \$18 billion by the end of 2016.

Resource Summary

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates ²	2014/15 Plan	2015/16 Plan
Operating Expenses (\$000)				
Labour Market and Immigration Initiatives	17,446	17,248	17,248	17,248
International Trade and Investment Attraction	16,258	15,842	15,842	15,842
Tourism	48,870	925	925	925
Major Investments Office	2,667	2,571	2,571	2,571
Competitiveness and Small Business	5,665	5,501	5,501	5,501
Economic Development	6,996	6,800	6,800	6,800
Transfers to Crown Corporations and Agencies	112,244	160,634	160,634	160,634
Executive and Support Services	5,648	4,508	4,508	4,508
Labour Programs	15,713	15,310	15,310	15,310
Northern Development Fund	500	500	500	500
Total	232,007	229,839	229,839	229,839

Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	3,103	1	25	25
Labour Programs	173	3	3	3
Total	3,276	4	28	28

¹ For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 Estimates.

² 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

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Deputy Minister's Office

Dave Byng
Deputy Minister
Ministry of Jobs, Tourism and Skills Training and Ministry Responsible for Labour
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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

To find a specific person or program in the Ministry of Jobs, Tourism and Skills Training and the Ministry Responsible for Labour, you can also try 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.

Corporate Governance

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

- Rosanne M Murray, Chair
- Shannon Eakin, Secretary/Treasurer
- Greg Goodwin
- Rise Johansen
- Dwight Magee
- Mike Robertson
- Wayne Salewski

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 2013. The NKDFS board will focus on the following primary areas: Capacity Building, Planning, Business Development, Recreational-Social, Community Infrastructure and Tourism.

Summary Financial Outlook

	2011/12 Actual	2012/13 Forecast	2013/14 Budget	2014/15 Budget	2015/16 Budget
Transfers from British Columbia Investment Management Corporation.....	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000