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CTZ-2015-00007

AVERY READY INDEX

000005

Ministry Overview

The mandate of the Ministry of Technology, Innovation and Citizens' Services (the Ministry) is to grow British Columbia's technology sector, champion innovation, and enable the delivery of cost-effective, accessible and responsive services.

Businesses are supported to make it easier for them to work with government, and to make the province a destination for the technology sector and innovation. Citizens have easier access to services and information, while ensuring their privacy is protected and their identity information is secured.

The ministry ensures services meet the changing needs of its public sector clients while ensuring they are cost-effective, accessible and responsive. The ministry seeks out and leverages strategic vendor relationships and contracts so that the public sector – as a whole – can gain process and financial efficiencies.

The Minister oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens. The Minister also oversees the BC Innovation Council (BCIC), the province's lead agency for accelerating the commercialization of technology and advancing entrepreneurship with partners located in all regions of the province.

The ministry represents a workforce of approximately 1700 trusted professionals working in 64 communities, with approximately 20 percent of those professionals working outside of the Capital Region. Maintaining a complement of skilled staff across divisions is essential to delivering expected standards of service to government and citizens as so much of the roles within the ministry are operational.

BRITISH
COLUMBIA

June 10, 2014

Honourable Andrew Wilkinson
Minister of Technology, Innovation and Citizens' Services
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Andrew:

On behalf of the province of British Columbia, I would like to thank you for the contributions made by you and your ministry over the past year to provide a strong economy and secure tomorrow for our citizens.

The past year has seen significant achievements by our government: the successful delivery of the first balanced budget since the global economic downturn of 2008 which was followed by the introduction of a second balanced budget in February; continued progress to secure a new LNG industry in British Columbia; the development and release of BC's Skills for Jobs Blueprint; and successfully concluded long-term and affordable labour agreements with our valued public servants.

While these accomplishments are significant, we all acknowledge there is more to do to ensure all citizens are able to enjoy the promise of our province.

The Speech from the Throne delivered in February charted the course for our government for the year ahead. As you know, the speech was consistent with the policies contained in our election platform and outlines the steps we are taking to ensure development opportunities are seized in the province where they make economic and environmental sense.

The only way to secure long-lasting prosperity is to ensure that private sector investments are welcomed and encouraged in our province. That is the path we have chosen and that is the path upon which we will continue for the remainder of our term.

Last June, you were assigned a number of initiatives that were to be accomplished over the course of our term in office.

Office of the
Premier

Mailing Address:
World Trade Centre
740 - 999 Canada Place
Vancouver BC V6C 3E1

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First and foremost was the need to control spending to the levels committed in Balanced Budget 2013. I am pleased that according to the third quarterly report issued with the budget, you are on track to successfully achieving this goal.

I would like to congratulate you and your team for the following achievements that have been made over the past year, recognizing that this list is only a selection and not a full accounting of the ministry's work:

- Found savings and efficiencies through the closure of the government office supply distribution centre in Victoria through the Core Review process.

- Successfully implemented the BC Services Card rollout.

- Continued to support the provision of high-speed internet access to rural British Columbians.

- Launched the BC Broadband Satellite program making broadband available for the first time to 37,000 households in rural and remote areas of our province.

- Forty communities were connected to high speed broadband with another 23 communities receiving upgraded broadband access.

The mandate letter provided to you last June was designed to be an ongoing workplan for your ministry that would be updated on an annual basis.

Your mandate for the following year is as follows:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.

2. Develop a provincial innovation strategy paper to provide options for government on how best to support innovation and entrepreneurship in British Columbia by December 31, 2014.

3. Work with the Ministry of Finance to expand the BC Training Tax Credit program to include co-op and placements in small technology firms as committed in Strong Economy, Secure Tomorrow.

4. Work with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program which would double the tax credits available for BC firms.

5. Work with the Ministry of Finance to expand the value of the Small Business Venture Tax Credit program by an additional $5 million in 2015/16 as committed in Strong Economy, Secure Tomorrow.

6. Maximize the use and report out on successes of the Telus Strategic Investment Fund.

7. Continue to implement the BC Services Card and report to Cabinet on the potential to expand its use as British Columbians renew their driver's licenses.

8. Provide options for Cabinet on ways to improve citizens' access to information in British Columbia.

9. Ensure the long term stability of the Integrated Case Management computer system.

10. Work with the Minister of Jobs, Tourism and Skills Development to replicate the success of the recent Microsoft agreement to bring new high tech companies to British Columbia.
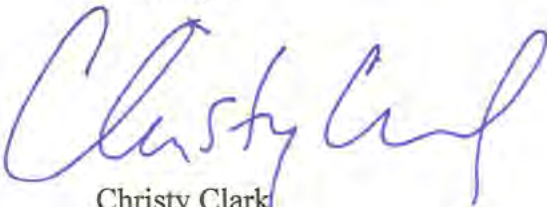
In addition, as discussed and approved by Cabinet, our government is committed to ensuring a common platform of compensation and accountability principles is implemented across our broader public sector. Taxpayers expect that the agencies they fund and support through their tax dollars adhere to the same standards of fiscal responsibility and transparency as the government they elect.

Please find attached a document containing these new common public sector principles and accompanying instructions for implementing these principles across the public sector organizations and agencies that fall under your ministerial responsibility.

These principles will require you and your deputy to spend additional time meeting with the chairs and boards of these organizations to ensure complete understanding of the expectations that government and taxpayers have of them in their roles as our representatives and their need to protect the public interest at all times.

While much has been accomplished in the first 12 months of our mandate, much work remains to ensure the promises of both a strong economy and secure tomorrow are met for British Columbians. I look forward to working with you in the next year of our mandate.

Sincerely,

Christy Clark
Premier

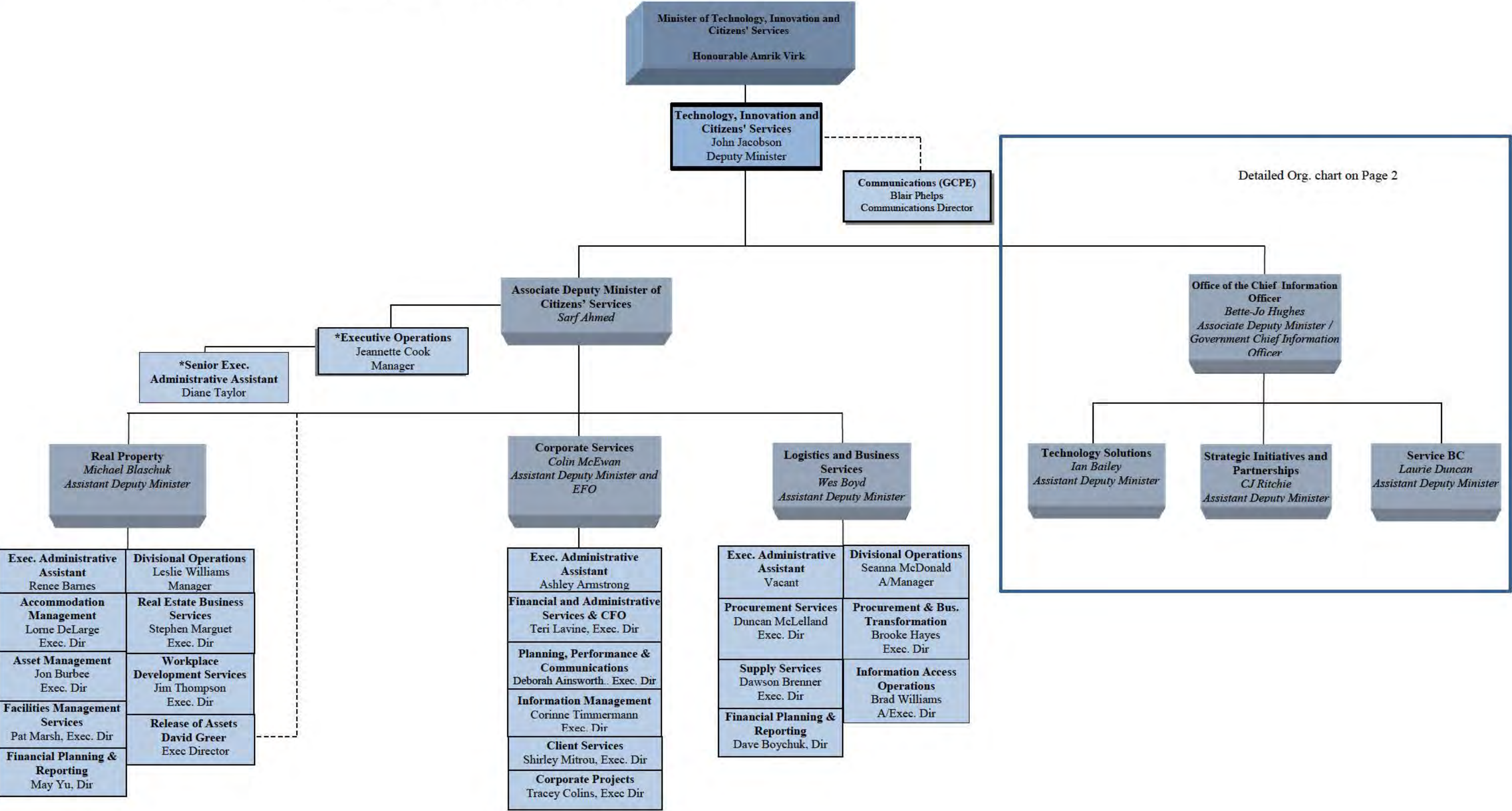|	Initiative	Lead	Initiative Type	Deliverable (s)	Docs that support deliverable	Monthly Status Update (for each item in preceding column)
1	Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	Colin McEwan	Mandate Letter & Holdback	1. Priorities and performance targets are achieved within ministry's budget allocation and out year targets as validated by the Ministry of Finance.	Confirmation from Ministry of Finance for Release of Ministerial Holdback	At the completion of Q2 the ministry was forecasting a balanced budget. We continue to monitor on a monthly basis and have two areas of risk which could result in a pressure to manage over the last half of the year. These two risk areas include managing costs associated with core review decisions and onboarding projects to access SIF contributions. We are in the process of completing a 2 phase review (Nov and Dec month end) for Q3 reporting and have been advised that our Q3 forecast target is $5m.
					Public Accounts and MTICS Annual Service Plan Report	This is a report produced once the fiscal year is done and demonstrates whether or not we met our target – they don't influence our target. (Teri)
2	Develop a provincial innovation strategy paper to provide options for government on how best to support innovation and entrepreneurship in British Columbia by December 31, 2014	CJ Ritchie	Mandate Letter & Holdback			S. 12
3	Work with the Ministry of Finance to expand the BC Tax Credit program to include co-op and placements in small technology firms as committed in Strong Economy, Secure Tomorrow.	CJ Ritchie	Mandate Letter			
4	Work with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program which would double the tax credits available for BC firms.	CJ Ritchie	Mandate Letter	1. Meetings with Ministry of Finance, Government Canada to follow-up on the data MIT provided for a Federal study of BC's Angel Tax Credit program	Record of meetings with minutes	Awaiting response from Finance Canada to MIT. (Ministry of International Trade)

	Initiative	Lead	Initiative Type	Deliverable (s)	Docs that support deliverable	Monthly Status Update (for each item in preceding column)
5	Work with the Ministry of Finance to expand the value of the Small Business Venture Tax Credit program by an additional $5 million in 2015/16 as committed in Strong Economy, Secure Tomorrow.	CJ Ritchie	Mandate Letter			S. 12
6	Maximize the use and report out on successes of the TELUS Strategic Investment Fund	CJ Ritchie	Mandate Letter & Holdback	1. Expenditures for FY 2014/15 will be within revenues for the year from SIF.	Annual financial report showing expenditures for the year are equal to or less than revenues for the year	On track.
				2. Report progress on HHMES by March 31, 2015 to DMCTT.	Annual performance report listing successes achieved to date from SIF	Progress presented at November DMCTT
				3. Identify and recommend at least one new opportunity to maximize use of the fund to DMCTT by December, 31, 2014.	DMCTT presentation identifying new opportunity	Presented VOIP/UC project to DMCTT at November meeting.
7	Continue to implement the BC Services Card and report to Cabinet on the potential to expand its use as British Columbians renew their Driver's licenses.	Ian Bailey	Mandate Letter & Holdback			S. 12
				2. Reinstate IDIM steering committee, including MOH, ICBC, and priority program area representatives.	Feasibility study to authenticate corporate users for NRPP services.	Provincial IDIM Steering Committee has been reinstated. First meeting held on Nov 4.
				3. Increase awareness of organ donation registration at point of contact during driver licence renewal and MSP registration, at Service BC Centres.	Implementation of awareness campaign for BC Transplant at Service BC centres by December 31, 2014.	A total of 360 people have registered their decision regarding organ donation through our four pilot offices. We will continue to run this pilot until Dec 19th. Data from this pilot will be compared with historical BC Transplant data to determine if these descision registrations have led to an increase in organ donors.
					Number of cards issued as of March 31, 2015.	1.75 million cards have been issued as of Dec 1st

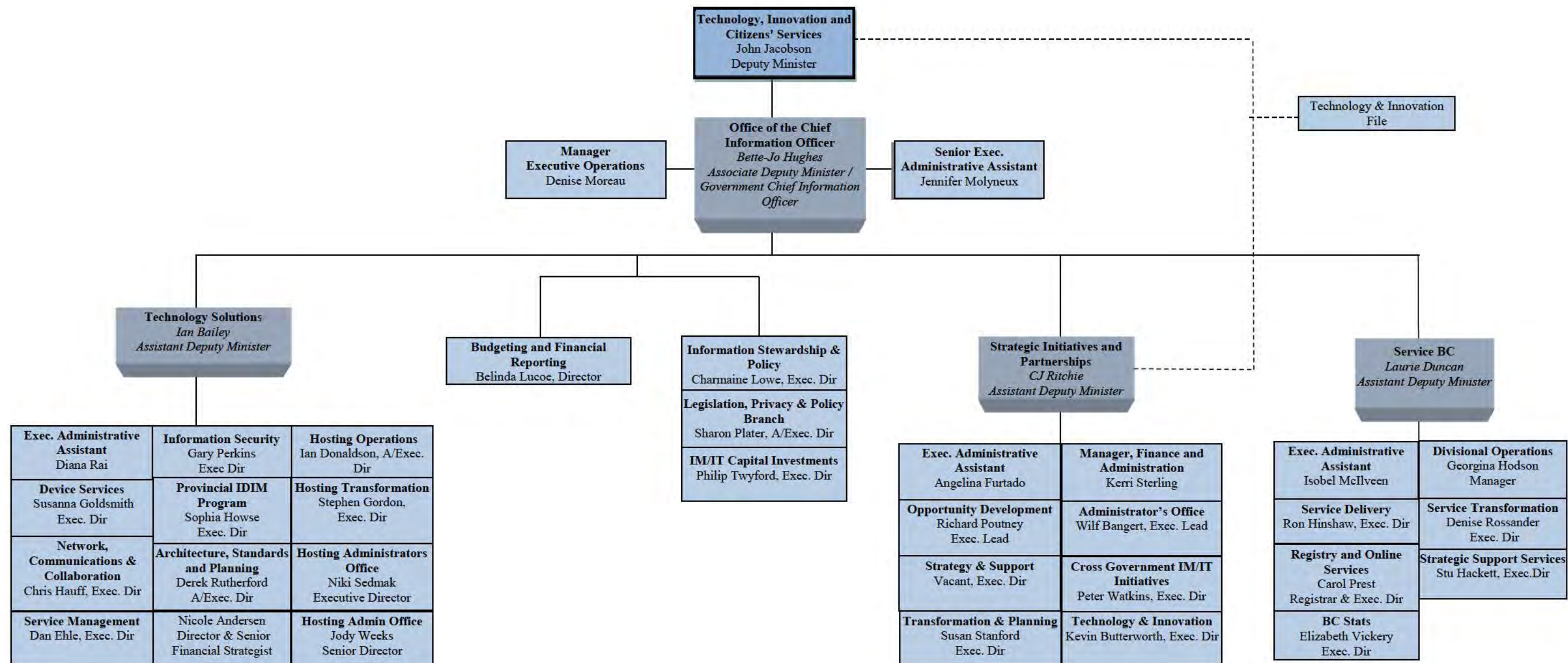|	Initiative	Lead	Initiative Type	Deliverable (s)	Docs that support deliverable	Monthly Status Update (for each item in preceding column)
8	Provide options for Cabinet on ways to improve citizens' access to information in British Columbia.	Wes Boyd	Mandate Letter & Holdback			S. 12
9	Ensure the long term stability of the Integrated Case Management computer system	Ian Bailey	Mandate Letter & Holdback	1. Participation in post incident review of May 2014 incident.	Report on the post incident review of May 2014	High level plan developed.
					Report listing remediation work of MTIC infrastructure completed or underway to provide a stable environment for ICM.	The report is underway. There are 3 individual report sources related to this deliverable; 1) HPAS – technical report dated September 9 is received. Recommendations are being reviewed and implementations are underway where practical. 2) CA Technologies – DRAFT technical report dated November 21 is now received. OCIO review of findings and recommendations is underway. 3) PwC – Report on incident is underway and expected to be completed and submitted to SSISD in January 2015. Additional infrastructure improvements and hardware configurations were implemented in late November to avoid recurrence. SSISD reports the IT infrastructure to be good and the ICM application stable.
				2. Support Phase 4 ICM implementation in Kamloops data centre	Report on infrastructure services provided to support successful implementation of Phase 4 ICM	ICM Release 4 was successfully deployed and implemented November 20-23 with OCIO actively supporting this effort. Work with the ICM team in support of ICM deployment and to validate expected performance and functionalities has completed. The team supporting ICM is now focusing on application improvements that normally accompany a release of this size.
				3. Complete health check of data centre, network, SDSI/MCFD desktop configuration, security infrastructure.	Copy of Standards created for government mission critical systems	Strategic road mapping for phased implementation of the Standards for government mission critical systems is agreed upon. Advisory Board should receive version 1 draft of the standards in mid-January. Following this, the standard will go to Review Board before being sent to Bette-Jo. The process may take us to the end of fiscal time-line.

	Initiative	Lead	Initiative Type	Deliverable (s)	Docs that support deliverable	Monthly Status Update (for each item in preceding column)
10	Work with the Minister of Jobs, Tourism, and Skills Development to replicate the success of the recent Microsoft agreement to bring new high tech companies to British Columbia.	CJ Ritchie	Mandate Letter Only	1. Work with JTST and MIT to identify successes and challenges to bringing new tech companies to BC.	Report to the Minister on findings from research of the Microsoft agreement and Recommendations to replicate.	S. 13
				2. Work with JTST to develop recommendations to replicate success for bringing new high tech companies to BC.	MIT identified that using a "Key Accounts Model" (KAM) of strategic investment attraction has been successfully adopted by BC's competitors like Alberta, Washington State, New Zealand, the UK and Australia	
				3. A multi-year project plan for bringing new high tech companies to BC.	Copy of the project plan	

BRITISH COLUMBIA

Ministry of Technology, Innovation and Citizens' Services

Minister of Technology, Innovation and Citizens' Services

Honourable Amrik Virk

Technology, Innovation and Citizens' Services
John Jacobson
Deputy Minister

Communications (GCPE)
Blair Phelps
Communications Director

Detailed Org. chart on Page 2

Associate Deputy Minister of Citizens' Services
Sarf Ahmed

Office of the Chief Information Officer
Bette-Jo Hughes
Associate Deputy Minister / Government Chief Information Officer

*Executive Operations
Jeannette Cook
Manager

*Senior Exec. Administrative Assistant
Diane Taylor

Real Property
Michael Blaschuk
Assistant Deputy Minister

Corporate Services
Colin McEwan
Assistant Deputy Minister and EFO

Logistics and Business Services
Wes Boyd
Assistant Deputy Minister

Technology Solutions
Ian Bailey
Assistant Deputy Minister

Strategic Initiatives and Partnerships
CJ Ritchie
Assistant Deputy Minister

Service BC
Laurie Duncan
Assistant Deputy Minister

Real Property

Exec. Administrative Assistant Renee Barnes	**Divisional Operations** Leslie Williams Manager
Accommodation Management Lorne DeLarge Exec. Dir	**Real Estate Business Services** Stephen Marguet Exec. Dir
Asset Management Jon Burbee Exec. Dir	**Workplace Development Services** Jim Thompson Exec. Dir
Facilities Management Services Pat Marsh, Exec. Dir	**Release of Assets** David Greer Exec Director
Financial Planning & Reporting May Yu, Dir	

Corporate Services

Exec. Administrative Assistant
Ashley Armstrong

Financial and Administrative Services & CFO
Teri Lavine, Exec. Dir

Planning, Performance & Communications
Deborah Ainsworth. Exec. Dir

Information Management
Corinne Timmermann
Exec. Dir

Client Services
Shirley Mitrou, Exec. Dir

Corporate Projects
Tracey Colins, Exec Dir

Logistics and Business Services

Exec. Administrative Assistant Vacant	**Divisional Operations** Seanna McDonald A/Manager
Procurement Services Duncan McLelland Exec. Dir	**Procurement & Bus. Transformation** Brooke Hayes Exec. Dir
Supply Services Dawson Brenner Exec. Dir	**Information Access Operations** Brad Williams A/Exec. Dir
Financial Planning & Reporting Dave Boychuk, Dir	

*Support to John Jacobson
and Sarf Ahmed

Ministry of Technology, Innovation and Citizens' Services

Technology, Innovation and Citizens' Services
John Jacobson
Deputy Minister

Technology & Innovation File

Office of the Chief Information Officer
Bette-Jo Hughes
Associate Deputy Minister / Government Chief Information Officer

Manager Executive Operations
Denise Moreau

Senior Exec. Administrative Assistant
Jennifer Molyneux

Technology Solutions
Ian Bailey
Assistant Deputy Minister

Budgeting and Financial Reporting
Belinda Lucoe, Director

Information Stewardship & Policy
Charmaine Lowe, Exec. Dir

Legislation, Privacy & Policy Branch
Sharon Plater, A/Exec. Dir

IM/IT Capital Investments
Philip Twyford, Exec. Dir

Strategic Initiatives and Partnerships
CJ Ritchie
Assistant Deputy Minister

Service BC
Laurie Duncan
Assistant Deputy Minister

Technology Solutions branch

Exec. Administrative Assistant Diana Rai	**Information Security** Gary Perkins Exec Dir	**Hosting Operations** Ian Donaldson, A/Exec. Dir
Device Services Susanna Goldsmith Exec. Dir	**Provincial IDIM Program** Sophia Howse Exec. Dir	**Hosting Transformation** Stephen Gordon, Exec. Dir
Network, Communications & Collaboration Chris Hauff, Exec. Dir	**Architecture, Standards and Planning** Derek Rutherford A/Exec. Dir	**Hosting Administrators Office** Niki Sedmak Executive Director
Service Management Dan Ehle, Exec. Dir	Nicole Andersen Director & Senior Financial Strategist	**Hosting Admin Office** Jody Weeks Senior Director

Strategic Initiatives and Partnerships branch

Exec. Administrative Assistant Angelina Furtado	**Manager, Finance and Administration** Kerri Sterling
Opportunity Development Richard Poutney Exec. Lead	**Administrator's Office** Wilf Bangert, Exec. Lead
Strategy & Support Vacant, Exec. Dir	**Cross Government IM/IT Initiatives** Peter Watkins, Exec. Dir
Transformation & Planning Susan Stanford Exec. Dir	**Technology & Innovation** Kevin Butterworth, Exec. Dir

Service BC branch

Exec. Administrative Assistant Isobel McIlveen	**Divisional Operations** Georgina Hodson Manager
Service Delivery Ron Hinshaw, Exec. Dir	**Service Transformation** Denise Rossander Exec. Dir
Registry and Online Services Carol Prest Registrar & Exec. Dir	**Strategic Support Services** Stu Hackett, Exec.Dir
BC Stats Elizabeth Vickery Exec. Dir	

Legislation	Description	Status
Government Information Act (GIA) [working title]	The GIA is new legislation intended to repeal and replace the *Document Disposal Act*. The goal of the GIA is to modernize records management and archiving practices across government and facilitate effective and timely management of digital records	Scheduled to be presented to the Legislative Review Committee (LRC)- Jan. 22, 2015

S. 12

Pages 13 through 25 redacted for the following reasons:
- -
S. 12, S. 13

Ministry Legislation

The Ministry is responsible for 32 pieces of legislation, which can be categorized as follows:

A. Acts related to Information Management/Information Technology (IM/IT) including the *Freedom of Information and Protection of Privacy Act (FOIPPA)*, the *Personal Information Protection Act (PIPA)*, the *Document Disposal Act (DDA)*, and the *Electronic Transactions Act (ETA)*;

B. Acts for which MTICS has legislative responsibility and is the program owner (e.g., the *Business Number Act*, *Statistics Act*);

C. Acts for which MTICS has legislative responsibility but for which there is no Ministry program owner (e.g., the *Legislative Library Act*, *Legislative Assembly Management Committee Act*); and

D. Acts for which MTICS has some responsibility but where another Ministry (e.g., Finance) has primary legislative responsibility (e.g., the *Business Corporation Act*, *Financial Institutions Act*, *Manufactured Home Act*).

A. Enactments for which MTICS has legislative responsibility and is the Program Owner

Act Name	Description	Owner
BC Online Act	Provides powers to the operator of BC Online respecting retention and remittance of monies to the government.	BC Online Partnership Office, Service BC
British Columbia Innovation Council Act	Establishes the BC Innovation Council and sets out the Council's objectives, powers and functions.	Strategic Initiatives and Partnerships Division
Business Number Act	Allows British Columbia to enter into a Memorandum of Understanding with the Canada Revenue Agency for the purpose of integrated and joint Business Number Registration purposes. The Business Number is used as a common identifier of businesses across multiple program areas within the public sector.	BC Registry Services, Service BC
Document Disposal Act	Specifies the approvals required before government records may be disposed of (e.g., either destroyed, transferred to the government archives).	Privacy and Legislation, OCIO
Electronic Transactions Act	Describes how electronic documents can satisfy legal requirements that were traditionally met through use of paper documents.	Privacy and Legislation, OCIO
Freedom of Information and Protection of Privacy Act	Sets out the public's right of access to Information from public bodies, subject to limited exceptions, and protects personal privacy by prohibiting the unauthorized collection, use or disclosure of personal information by public bodies.	Privacy and Legislation, OCIO
Government Buildings Act	Permits regulations to be made permitting, regulating or prohibiting public use of the grounds surrounding a government building, highway or public work belonging to the government.	Real Property Division, Shared Services BC
Knowledge Network Corporation Act	Establishes the Knowledge Network as a corporation and sets out the duties and powers and functions of the corporation and its board.	Associate Deputy Minister, Citizens' Services
Personal Information Protection Act	Sets out individuals' right of access to their personal information held by BC businesses and not-for-profit organizations; sets out the rules for how such organizations may collect, use or disclose personal information.	Privacy and Legislation, OCIO
Procurement Services Act	Enables and assists in the disposal of personal property and the procurement of personal and intangible property for the government, government organizations, local public bodies and participating jurisdictions. Also enables government contracts respecting the construction of buildings and other works and assists government organizations, local public bodies and participating jurisdictions in contracting for services as well as directs the establishment, maintenance and operation of depots and warehouses.	Procurement and Supply Services, Shared Services BC
Public Agency Accommodation Act	Sets out requirements for the acquisition, disposal and transfer of land administered by a public agency in the province. Public agencies include the government of B.C., government of Canada, a local government, the Legislative Assembly, a government body within the meaning of the Financial Administration Act, or any other entity designated as a public agency for the purposes of this Act by a directive of Treasury Board.	Real Property Division, Shared Services BC
Provincial Capital Commission Dissolution Act	The Provincial Capital Commission Dissolution Act dissolves the Provincial Capital Commission and folds its functions, such as the management of property within the capital, into government.	Real Property Division, Shared Services BC
Queen's Printer Act	Sets out the powers and duties assigned to the Queens Printer respecting the	Procurement and Supply Services,

	printing, binding and stationary offices of the ministry.	Shared Services BC
Statistics Act	Establishes the mandate and responsibilities for the provincial statistics bureau.	BC Statistics, Service BC

B. Enactments for which MTICS has legislative responsibility

Act Name	Description	Responsible Entity
Legislative Assembly Management Committee Act	Permits the continuance of the Legislative Assembly Management Committee and sets out the duties and powers of the committee and the Speaker.	Legislative Assembly *While amendments to this legislation would generally be identified / initiated by legislative officials (and on occasion the Ministry of Justice), MTICS is responsible for leading and facilitating the legislative change and the general maintenance of the Act, by providing legislative support including preparing associated research, legislative analysis and documents .*
Legislative Assembly Privilege Act	Provides the Legislative Assembly and its committees and members privileges, immunities and powers, e.g., the right to issue a warrant or subpoena requiring a person to attend before the Assembly or committee.	Legislative Assembly *While amendments to this legislation would generally be identified / initiated by legislative officials (and on occasion the Ministry of Justice), MTICS is responsible for leading and facilitating the legislative change and the general maintenance of the Act, by providing legislative support including preparing associated research, legislative analysis and documents*
Legislative Library Act	Permits the establishment of a legislative library and sets out requirements on the library and duties of the librarian.	Legislative Assembly *While amendments to this legislation would generally be identified / initiated by legislative officials (and on occasion the Ministry of Justice), MTICS is responsible for leading and facilitating the legislative change and the general maintenance of the Act, by providing legislative support including preparing associated research, legislative analysis and documents*
Legislative Procedure Review Act	Appoints the Speaker of the Legislative Assembly as special commissioner to investigate, inquire into and make recommendations to the Legislative Assembly respecting parliamentary procedure.	Legislative Assembly *While amendments to this legislation would generally be identified / initiated by legislative officials (and on occasion the Ministry of Justice), MTICS is responsible for leading and facilitating the legislative change and the general maintenance of the Act, by providing legislative support including preparing associated research, legislative analysis and documents*
Members' Remuneration and Pensions Act	Sets out rules for compensating members of the Legislative Assembly.	Legislative Assembly *While amendments to this legislation would generally be identified / initiated by legislative officials (and on occasion the Ministry of Justice), MTICS is responsible for leading and facilitating the legislative change and the general maintenance of the Act, by providing legislative support including preparing associated research, legislative analysis and documents*

C. Enactments for which another Ministry has partial/primary legislative responsibility

Act Name	Description	Ministry with which responsibility is shared	MTICS Responsibilities	Responsible Program Area Within MTICS
Business Corporations Act	Sets out requirements for businesses to incorporate and do business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Cooperative Association Act	Sets out requirements for co-operative associations to incorporate and do business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Credit Union Incorporation Act	Sets out requirements for credit unions to incorporate and do business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Financial Institutions Act	Sets out requirements on trust, deposit and insurance businesses carrying out business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Insurance (Captive Company) Act	Sets out requirements on registering captive insurance companies carrying out business in the province. A captive insurance company is a wholly-owned subsidiary that insures the operations of its parent company.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Mutual Fire Insurance Companies Act	Permits the establishment and incorporation of the mutual fire insurance companies and sets out powers and functions of the company and its director. Mutual fire insurance companies are composed of 30 or more persons who have insurable interest in rural property exposed to damage by fire.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Partnership Act	Sets out requirements on for-profit partnerships established in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Pension Fund Societies Act	Permits the establishment of a pension fund society by a corporation created in British Columbia; sets requirements on and sets out powers and functions of the society. A pension fund society administers a pension fund.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Society Act	Permits the incorporation of a society for any lawful purpose or other purposes such as national, patriotic, religious, philanthropic, or other purposes; sets requirements on and sets out powers and functions of the society.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Manufactured Home Act	Sets requirements for registering and transferring ownership of a manufactured home.	Finance	The Act as it relates to the establishment and operation of the Manufactured Home Registry.	BC Registry Services, Service BC

Act Name	Description	Ministry with which responsibility is shared	MTICS Responsibilities	Responsible Program Area Within MTICS
Personal Property Security Act	Sets requirements for the creation and registration of security interests in personal property in the province. A security interest is a legal claim on collateral.	Finance	The Act as it relates to the establishment and operation of the Personal Property Registry.	BC Registry Services, Service BC
Repairers Lien Act	Sets requirements for obtaining, renewing, and discharging liens on a motor vehicle, aircraft, boat or outboard motor by a garage keeper.	Finance	The Act as it relates to the establishment and operation of the Personal Property Registry.	BC Registry Services, Service BC
Miscellaneous Registrations Act	Sets requirements for registering a claim respecting personal property in the personal property registry established under the Personal Property Security Act.	Finance	The Act as it relates to the establishment or operation of the Personal Property Registry.	BC Registry Services, Service BC
Ministry of Provincial Secretary and Government Services Act	Establishes the Ministry of Provincial Secretary and Government Services and sets out powers, duties, and functions of the Provincial Secretary.	Justice	Sections respecting the establishment of the ministry and the minister's authority to preside over it; the responsibility of the minister to keep registers of the province and its government; and the appointment of staff.	Privacy and Legislation, OCIO

Legislative Review Committee

Briefing Note (2015 Legislative Program)

Minister: Honourable Andrew Wilkinson

Ministry: Ministry of Technology, Innovation and Citizens' Services

Date: 03/10/2014   Ministry Document #:
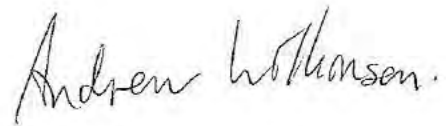
Legislation: S. 12

S. 12

S. 12

Contact: Stephen Marguet
Executive Director
(250) 889-7876

Andrew Wilkinson.

Honourable Andrew Wilkinson

October 6, 2014

Date Signed

Briefing Note (2015 Legislative Program)

Minister: Honourable Andrew Wilkinson

Ministry: Technology, Innovation and Citizens' Services

Date: 25/09/2014   Ministry Document #:

S. 12
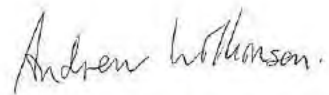
Pages 35 through 37 redacted for the following reasons:
- -
S. 12

S. 12

Contact: Wes Boyd
             Assistant Deputy Minister

             (250) 952-7983   Honourable Andrew Wilkinson

                                               September 25, 2014
                                               Date Signed

S. 12

Treasury Board Submission –
Request for Decision

Minister: Honourable Amrik Virk

Ministry: Technology, Innovation & Citizens' Services

Date: 12 Jan 2015   Ministry Document #:

S. 12

Pages 40 through 42 redacted for the following reasons:
- -
S. 12

Contact: Wes Boyd
            Assistant Deputy Minister
            (250) 508-5791

                                        _____
                                        Honourable Amrik Virk

                                        _____January 12, 2015___
                                        Date Signed

Pages 44 through 45 redacted for the following reasons:
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S. 12

Treasury Board Submission
Addendum

Minister: Honourable Amrik Virk

Ministry: Innovation, Technology and Citizens' Services

Date: 12 Jan 2015   Ministry Document #:

S. 12

Pages 47 through 48 redacted for the following reasons:
- -
S. 12

S. 12

Contact: Wes Boyd
           Assistant Deputy Minister
           (250) 508-5791

           _____
           Honourable Amrik Virk

           January 12, 2015
           _____
           Date Signed

Deputy Minister's Office Overview

Executive Responsible

John Jacobson, Deputy Minister

Sarf Ahmed, Associate Deputy Minister

Core Business Description

Provision of executive leadership to the Ministry of Technology, Innovation and Citizens' Services.

Direction-setting to support the technology industry and enable cost effective and innovative services to citizens and clients.

Overall executive accountability for MTICS strategic and operational performance.

Ensures all deliverables in the Minister's mandate letter are accomplished.

Oversight of MTICS interface and co-ordination within the provincial government, with other governments and with external stakeholders.

John Jacobson holds primary responsibility for the development and commercialization of technology; work we see as critical for the continued success of all B.C.'s key economic sectors.

This core business also includes the Associate Deputy Minister, Citizens' Services Office. Sarf Ahmed oversees Real Property, Logistics and Business Services and Corporate Services functions.

Corporate Services Overview

Executive Responsible

Colin McEwan, Assistant Deputy Minister

Core Business Description

The Corporate Services division provides leadership, direction, governance and support services to the Ministry with respect to financial management, strategic human resources management, information management/information technology (IM/IT) management services, strategic internal and client communications, strategic planning and performance management, and client relationship management. The division is also accountable for leading strategic corporate projects.

The division has five areas:

Client Services - responsible for the interface between shared services and its clients, both core government and broader public service, by providing account management, relationship management, issue management and client request management.

Corporate Projects Office - provides a leadership role for corporate and special projects on behalf of the Deputy Minister, Associate Deputy Minister, and Assistant Deputy Minister/Executive Financial Officer.

Financial and Administrative Services - provides expert financial, budget, governance, risk management, internal control, administrative and business advisory services support to ministry operations.

Information Management - responsible for fulfilling the Ministry Chief Information Officer mandate for the ministry, including maintaining ministry specific information systems.

Planning, Performance and Communications - provides human resource strategies, planning support and internal employee communications functions.

Logistics and Business Services Overview

Executive Responsible

Wes Boyd, Assistant Deputy Minister

Core Business Description

Logistics and Business Services provides many of the supplies and services needed for the day-to-day operation of government, including:

- Specialty and generic supply services (e.g., medical and emergency products)
- BC Mail Plus
- Print brokerage and electronic publishing services
- Disposal, warehousing, distribution services
- Vehicle fleet co-ordination
- Procurement, strategic contracting and advisory services
- Records management and information access services

Logistics and Business Services has four lines of business:

Information Access Operations – FOI requests, open information, and records management

Procurement Services – goods, services, and information technology purchasing, strategic corporate procurements, charge cards, light vehicle fleet, and BC Bid

Strategic Business and Procurement Transformation – Implementation of public recommendations in Doing Business with Government report, continuous improvement, web, marketing and business development

Supply Services – Asset Investment Recovery, BC Mail Plus, Distribution Centre Victoria (office supply warehouse), Product Distribution Centre (medical supply warehouse), and Queen's Printer (print brokerage and publishing).

Office of the Chief Information Officer Overview

Executive Responsible

Bette-Jo Hughes, Associate Deputy Minister and Government CIO

Core Business Description

The Office of the Chief Information Officer (OCIO) plays a leadership role in promoting and guiding the management of government information as a strategic business asset, and supporting technology infrastructure as a key enabler of business transformation.

Two divisions report to the OCIO (see separate overviews for each):

- Technology Solutions
- Strategic Initiatives and Partnerships

In addition, the following areas report directly to the OCIO:

IM/IT Capital Investment – through the direction of the Deputy Ministers' Committee on Transformation and Technology, provide lifecycle management of government's IM/IT minor capital portfolio and advice to Treasury Board on major IM/IT capital projects

Privacy and Legislation - establishes privacy policy and provides expert advice on key contracts and new technological developments; responsible for corporate privacy, access and reviews for all government initiatives, systems and legislation; manages the privacy breach program for government; delivers extensive training to all government employees; spearheading the new Corporate Privacy Management Accountability program. Responsible for managing changes and preparing cabinet documents supporting legislative projects covering over 30 pieces of MTIC legislation including: the *Freedom of Information and Protection of Privacy Act.*

Information Stewardship and Policy – responsible for strategies and policy initiatives aimed at modernizing government's approach to managing information and facilitating its readiness for broader access, innovation and use.

Real Property Overview

Executive Responsible

Michael Blaschuk, Assistant Deputy Minister

Core Business Description

The Real Property division (RPD) provides everything needed to design, set up and manage a government workplace. They are also responsible for the Province's real estate portfolio (excluding schools, post-secondary, and hospitals), office space inventory, furniture procurement, project and construction management, and real estate services for special-purpose facilities (such as courthouses, laboratories, and correctional facilities). Our client base includes ministries (mandated) as well as voluntary customers (broader public sector).

Shared Services BC is authorized and mandated under the *Public Agency Accommodations Act* to provide a broad suite of real estate services to public agencies. RPD is responsible for carrying out this mandate on behalf of SSBC. We serve the needs of approximately 30,000 public servants in the British Columbia Public Service and many more in the broader public sector. Our real estate portfolio has almost 16 million square feet of space, comprised of 9.1 million in approximately 500 owned buildings and 6.3 million in 622 leased buildings.

The Release of Assets for Economic Generation (RAEG) - project team comprised of professionals from a variety of backgrounds (sales, marketing, First Nations consultation, environmental management and communications) formed to dispose of assets surplus to government, in order to help government meet its commitment to balance the provincial budget, and to generate economic activity in communities throughout B.C. The RAEG team is tasked with coordinating the province-wide management of this initiative ensuring that all issues are addressed appropriately and the return to government is maximized.

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The following branches fall within the Real Property division:

- Accommodation Management
- Asset Management
- Facilities Management Services
- Financial Planning and Reporting
- Real Estate Business Services
- Release of Assets for Economic Generation (RAEG)
- Workplace Development Services

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Service BC Overview

Executive Responsible

Laurie Duncan, Assistant Deputy Minister

Core Business Description

Service BC is the government's chief provider of general advice and transactional services to citizens and businesses. Service BC works with all ministries to design and co-ordinate improved service delivery through various access points (telephone, online and in-person), to make it easy for citizens and businesses to find the information and services they need. Services are delivered by staff and through service agreements with private sector service providers.

Service Transformation, Design and Integration - Works with cross-government service delivery partners to shape the future of service delivery. Manages partner relationships and designs and develops services in support of delivering integrated services on behalf of government.

Service Delivery – Provides citizens with access to government services in-person and over the phone, through 61 Service BC Centres located throughout the Province, and via the telephone through the Service BC Contact Centre.

Strategic Support Services - Provides centralized information systems and financial operations support for the entire Division, including financial budgeting, forecasting and reporting.

Registry and Online Services - Facilitates and supports commerce in the Province through the administration and verification of business, personal property and manufactured home registrations. BC Online is government's electronic service delivery channel for online access to information products and services.

BC Stats - Provides statistical information and analysis on the economic, social and demographic conditions of the Province and its people, to support informed decision-making and policy development.

Strategic Initiatives and Partnerships Overview

Executive Responsible

CJ Ritchie, Assistant Deputy Minister

Core Business Description

Strategic Initiatives and Partnerships consists of five areas:

Strategic Partnerships Office - strategic deal support, deal performance management, procurement modernization, knowledge management, capacity building.

Technology and Innovation - strategic alignment (BC Innovation Council, Jobs Plan, B.C.'s Technology Strategy etc.), strategic investments (BC Knowledge Development Fund), accelerating commercialization and inter-governmental relations.

Telecommunications Strategy –promote and facilitate the expansion of high-speed Internet and cellular services throughout B.C. (Network BC), plan the modernization of government's telecommunications infrastructure, align and coordinate telecommunications infrastructure investments across government and the Broader Public Sector, and manage/leverage strategic telecommunications deals (e.g. Administrator's Office, TELUS Deal).

Cross-Government Initiatives - digital ID and authentication Council of Canada, technology sector for commercialization / innovation project. Support the development of the B.C.'s Technology Strategy.

Transformation Planning - business leadership and Secretariat role for Deputy Ministers' Committee on Transformation and Technology, which sets the strategic vision and direction for government's business transformation, including technology capabilities, infrastructure, and capital investment in IM/IT to support government's strategic priorities and citizen expectations for government services.

Technology Services Overview

Executive Responsible

Ian Bailey, Assistant Deputy Minister

Core Business Description

Technology Solutions provides the cost-effective management and supply of IM/IT services such as data and voice networks, workstations and mobile devices, messaging and collaboration services, information security, identity management, application hosting, and enterprise architecture and standards. These services are essential for providing mission-critical supports to clients as they deliver business solutions to ministries and citizens.

Technology Solutions consists of seven areas:

Architecture, Standards, and Planning - IM/IT standards and architecture development for government

Service Management - IT change, incident, and problem management; order management and reporting

Device Services - delivers mobile and desktop device services, Workstation refresh and Bring Your Own Device initiative

Information Security - overall governance for information security, secure use of sensitive or personal information in the custody of government

Hosting Services – Hosting contract Administrator's office, application hosting services, managed print

Network, Communications and Collaboration Services - provides voice and data network services, and email and collaboration services for all core government staff as well as some broader public sector clients

Provincial Identity Information Management Program - secure method for authenticating public servants and citizens to enable access to online applications or services; includes the BC Services Card

Ministry of Technology, Innovation and Citizens' Services

Executive Biographies

	John Jacobson **Deputy Minister** John Jacobson was appointed Deputy Minister, Ministry of Technology, Innovation and Citizens' Services, Province of B.C., on June 10, 2013. S. 22

Sarf Ahmed
Associate Deputy Minister, Citizens' Services
Ministry of Technology, Innovation and Citizens' Services

Sarf was promoted to Associate Deputy Minister on June 10, 2013. In this position, he is mainly responsible for Shared Services BC (SSBC) and corporate support functions of the ministry. His other key initiative is Ministry of Finance's cross government project to dispose surplus real estate assets for economic generation.

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Ian Bailey
Assistant Deputy Minister
Technology Solutions
Ministry of Technology, Innovation and Citizens' Services

Ian Bailey was appointed as Assistant Deputy Minister of Technology Solutions

on November 22, 2013.   S. 22

S. 22

Michael Blaschuk
Assistant Deputy Minister
Real Property
Ministry of Technology, Innovation and Citizens' Services

Michael Blaschuk was confirmed as Assistant Deputy Minister of the Real Property division (RPD) on November 22, 2013. RPD is responsible for managing the real estate portfolio for the province and providing turnkey accommodation and provisioning services to ministries and broader public sector clients.

S. 22

Wes Boyd
Assistant Deputy Minister
Logistics and Business Services
Ministry of Technology, Innovation and Citizens' Services

Wes Boyd was appointed as Assistant Deputy Minister of Logistics and Business Services, effective December 2, 2013   S. 22

S. 22

Laurie Duncan
Assistant Deputy Minister
Service BC
Ministry of Technology, Innovation and Citizens' Services

Laurie was appointed Assistant Deputy Minister, Service BC, on October 3, 2013. Service BC provides service delivery to citizens, business and government through multiple channels including in-person, telephone, email and online. Service BC implements cross government service delivery initiatives to improve services, making it easy for clients to find and access the information and services they need. Services are delivered directly by staff and through agreements with private sector service providers.

S. 22

Bette-Jo Hughes
Associate Deputy Minister, and Government Chief Information Officer (GCIO)
Ministry of Technology, Innovation and Citizens' Services

Bette-Jo has been the Chief Information Officer for the Province of British Columbia since October 2012. The Office of the Chief Information Officer (OCIO) plays a leadership role in promoting and guiding the management of government information as a strategic business asset, and supporting technology infrastructure as a key enabler of business transformation.   S. 22

S. 22

Colin McEwan
Assistant Deputy Minister and Executive Financial Officer
Corporate Services
Ministry of Technology, Innovation and Citizens' Services

Colin was appointed Assistant Deputy Minister and Executive Financial Officer

on **January 22, 2014**

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S. 22

CJ Ritchie
Assistant Deputy Minister
Strategic Initiatives and Partnerships
Office of the Chief Information Officer
Ministry of Technology, Innovation and Citizens' Services

CJ Ritchie is the Assistant Deputy Minister of the Strategic Initiatives and Partnerships (SIP) Office within the Office of the Chief Information Officer (OCIO). In her role, CJ is responsible for a diverse strategic portfolio that includes leading the management of a deal portfolio valued at close to $6-billion of strategic outsourcing contracts, the development of Provincial IMIT strategies, and a transformation program that supports more than $50-million in IMIT capital investments. In addition, CJ leads the technology and innovation program that promotes economic development through commercialization and the growth of B.C.'s high-tech sector.

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Ministry of
Technology, Innovation and Citizens' Services

2014/15 – 2016/17
SERVICE PLAN

February 2014

For more information on the British Columbia

Ministry of Technology, Innovation and Citizens' Services,
see ministry contact Information on Page 21 or contact:

Ministry of Technology, Innovation and Citizens' Services:

PO BOX 9440
STN PROV GOVT
VICTORIA, BC
V8W 9V3

or visit our website at

http://www.gov.bc.ca/citz/index.html

Published by the Ministry of **Technology, Innovation and Citizens' Services**

Message from the Minister and Accountability Statement

It is my honour to present the 2014/15 – 2016/17 Service Plan for the Ministry of Technology, Innovation and Citizens' Services.

The Ministry of Technology, Innovation and Citizens' Services has a multi-faceted and dynamic role focused on achieving three core goals: to create conditions for B.C. businesses to be successful; to enable improved citizens' interactions with government; and to deliver efficient and effective services to core government and broader public sector organizations.

We continue to support B.C.'s Technology Strategy as it fosters the development and commercialization of technology, and positions our province as a destination for the technology sector and innovation. The BC Venture Acceleration Program is a key part of this strategy, showing solid success in its first year of operation. This structured venture growth program is offered by 10 partners and provides local technology start-ups with mentorship, so that they can grow and succeed. By funding this program, our government helps B.C. technology companies to be more competitive, thereby creating jobs, revenue and investment.

The ministry continues to streamline processes and access to information so it's easier for businesses and citizens to access government resources. The Information Access Operations branch works to ensure government is open and transparent, while taking on the challenge of managing an ever increasing volume of information. As part of our ongoing efforts to improve service delivery, the ministry is introducing new Freedom of Information (FOI) technology to improve efficiencies and manage caseloads.

The ministry also co-ordinates free public access to thousands of government datasets through DataBC. Businesses and citizens can use this data to inform their own decision-making, and to develop tools, such as mobile applications, that add public value and have the potential to improve government services. At the same time, Government Communications and Public Engagement works to provide accessible information about government programs and services in an open and transparent manner.

Service BC is an example of how government is making it easier for citizens and businesses to access government services and information in a convenient and cost effective way. The 61st Service BC Centre opened in Kelowna in 2013, providing local residents and businesses with access to government services ranging from Medical Services Plan to voter registration and the Residential

Tenancy Branch. Service BC staff will continue to team up with other ministries to provide excellent citizen centred delivery of government services for British Columbians.

The ministry has a collective goal to use its wide-ranging expertise to deliver efficient and effective services. One way we are achieving this goal is through the implementation of the BC Services Card. Ministry staff worked diligently and consulted with other ministries and organizations, including the Office of the Information and Privacy Commissioner, on the new services card. In addition, recommendations are being gathered from a public consultation on digital services and future uses of the BC Services Card. I look forward to using and implementing those recommendations moving forward. Over the next four years, we anticipate that a total of nearly five million cards will be issued to citizens around the province.

Broadband and cellular connectivity are critical to the success of online services. With a focus on collaborative partnerships, British Columbia's digital infrastructure continues to expand to bring us closer to achieving government's goal of 100 per cent connectivity by 2021. Over the next four years, my ministry will invest up to $2 million to bring affordable satellite-based high-speed Internet to citizens in remote or geographically challenging locations around the province.

Shared Services BC delivers key infrastructure and services that government needs to operate, including technology, procurement and supplies, and we also manage the government's real estate portfolio.

Thank you to the ministry staff who continue to impress me as they work to provide effective programs and services, and work to control spending and balance the budget so we can build a brighter future and stronger economy for all British Columbians.

The *Ministry of Technology, Innovation and Citizens' Services' 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.

Andrew Wilkinson.

Honourable Andrew Wilkinson
Minister of Technology, Innovation and Citizens' Services
February 3, 2014

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Purpose of the Ministry

The Ministry of Technology, Innovation and Citizens' Services performs a dynamic role in government to support businesses, citizens, and government ministries and broader public sector organizations (the Public Sector). The ministry's mission is to grow British Columbia's technology sector, champion innovation, and enable delivery of cost-effective, accessible and responsive services for all customers. A key goal of the ministry is to make it easier for its customers to get what they need in a more efficient and streamlined manner. Through the Core Review process, the ministry is more clearly focused on meeting the changing needs and desires of these three customer groups.

For Businesses

Businesses interact with government frequently and in many ways, from submitting applications to get a business started, to bidding on government work to provide services or become a supplier, to getting help to support and grow a whole industry. The ministry's two key objectives to support businesses in British Columbia are to make it as easy as possible for businesses to work with government, and to make the province a destination for the technology sector and innovation. That means improving government's online services with more responsive technologies, networking and nurturing innovation, and providing expert advice on business topics like government procurement, processes and legislation that affects business.

Services and supports for businesses include: BC Online (legal, land titles), BC Registry Services (name search, registry services for businesses and societies), BC Bid (online opportunities and portal to submit responses to public tenders), BC Stats (timely and reliable statistical information concerning business, economy, labour force), Network BC (bridging the digital divide) and New West Partnership (enabling talent mobility between Alberta, Saskatchewan and B.C.).

For Citizens

The ministry's citizen consultations and research show that citizens want more online services. They also want improved integration between telephone, in-person and online services that will save them time and money in their interactions with government. The ministry's key objectives in serving citizens are to make it easier for them to access government services and information, while ensuring that their privacy is protected and that identity information is secured. The ministry also leads the commitment to open government by informing citizens about government policies, programs and services, providing more data online to citizens and directly engaging with citizens on issues and decisions made by government.

Services and supports for citizens include: Service BC (61 in-person service centres), Service BC Contact Centre (telephone services), Network BC (broadband for First Nations, and rural and remote areas), Government Communications and Public Engagement (public news and information), and Information Access Operations (FOI Requests).

For the Public Sector

As the shared services provider for government, the ministry manages the Province's real estate assets and provides technology systems and equipment, from phones and printers to computers and networking, as well as procurement and supplies, and the over-arching policy frameworks for protecting personal privacy, freedom of information and IT security. The key objectives of the ministry are to ensure that services meet the changing needs of its public sector clients, that public service employees have the workplace tools they need to do their jobs effectively, and that services are cost-effective, accessible and responsive. The ministry seeks out and leverages strategic vendor relationships and contracts so that the public sector - as a whole - can gain process and financial efficiencies. By maximizing the value of services provided by the private sector, the ministry supports continuous improvements and efficiencies in how government works on a day-to-day basis.

Services and supports for the public sector: Shared Services BC, Service BC, Service BC Contact Centre, Information Access Operations (FOI Requests), Office of the Chief Information Officer, BC Stats, Public Sector Energy Conservation Agreement (PSECA), Telecommunications Services Master Agreement and Hosting Solutions BC.

Major Agencies, Boards and Commissions

The Minister oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens. The Knowledge Network plays a vital role in supporting the independent production community in British Columbia and the rest of Canada through commissioning, pre-licensing and development funding. The Knowledge Network is commercial-free, and is funded by an annual operating grant from the provincial government and through support from over 35,000 individual donors and partners.

The Minister also oversees the BC Innovation Council (BCIC), the Province's lead agency for accelerating the commercialization of technology and advancing entrepreneurship with partners located in all regions of the province. Through specific programs and initiatives that support start-ups and develop entrepreneurs, BCIC facilitates job creation and the development of highly skilled talent, making it easier for entrepreneurs and start-up companies to succeed in B.C.

Strategic Context

Government has made it clear that the ministry must remain focused on several overarching objectives: to support the *BC JobsPlan* to build a strong economy and create high-paying jobs in the technology sector, and to help eliminate barriers to economic development by cutting red-tape. The ministry must also ensure that its internal operations are managed in a fiscally responsible way so that financial efficiencies can be achieved, and that it will participate in a Core Review of operations.

To meet government's expectations, the ministry will continue to contribute to government's overall fiscal discipline by continuing to achieve value for money through its strategic relationships with suppliers of goods and services across the public sector; and by streamlining processes through continuous improvement and through such initiatives as Leading Workplace Strategies, which is reducing government's overall office space footprint. In addition, through its shared services, the ministry manages the provincially-owned real estate portfolio and provides innovative, integrated and cost effective technology services.

With its strong customer focus and commitment to innovation and excellence in supporting businesses, citizens and the public sector, the ministry is well-positioned to meet diverse challenges and take on new opportunities as needed.

Challenges and Opportunities

Economy
The Economic Forecast Council expects British Columbia's real GDP to grow by 2.3 per cent in 2014 and 2.7 per cent in 2015. Risks to British Columbia's economic outlook include the potential for further slowing of domestic activity, renewed weakness in the US economy and slowing Asian demand. Additional risks include the ongoing sovereign debt situation in Europe and a fluctuating Canadian dollar.

Technology Sector
As detailed in the *BC JobsPlan*, there are many challenges to growing the economy, but there are also many opportunities, especially in the technology sector. The B.C. technology sector employs over 84,000 people and, over the past decade, was the second fastest creator of new, well-paying jobs. As such, it is identified as one of the eight most competitive sectors to advance in the *BC JobsPlan*. However, while B.C. has achieved success in growing new firms, there is some difficulty in keeping more mature companies (over five years old) growing, innovating and competitive in world markets.

In order to support growth in the sector, *B.C.'s Technology Strategy*, a component of the *BC JobsPlan*, provides vision and direction for the ministry to create opportunities in several key areas, including: building new networks that encourage growth and economic diversification; collaborating with other ministries to help businesses access innovative talent and research; supporting knowledge transfers between businesses and institutions; enhancing venture capital tax credit programs to help B.C.-based technology companies to expand and flourish; and removing barriers to market development through international trade and interprovincial trade relationships under the New West

Partnership. With its expertise in technology and innovation and working collaboratively across the public sector, the ministry will support these opportunities and, thereby, contribute to government's goal of creating jobs in the technology sector.

Citizens' Expectations
Technology is rapidly transforming how citizens interact with government, driving demand for streamlined service experiences and access to more information and data than ever before. Citizens' needs and demands for self-serve and streamlined services are also creating new challenges and opportunities for the ministry, especially in the area of online technology. The ministry must ensure that the services citizens need and expect from their government are delivered as effectively as possible while, at the same time, ensure that citizens' privacy is protected and information is secure.

In support of this focus, the ministry is integral to the continuing evolution of government's vision for transformative change as outlined in the *Citizens @ the Centre: BC Government 2.0* strategy, released in the spring of 2011. An example of opportunities for innovation realized through this strategic direction can be seen in the release of the BC Services card. This ground-breaking services card will eventually enable more service enhancements and streamlining beyond drivers' licensing and medical services.

Open Government
The ministry plays a critical enabling role supporting ministries to achieve open government objectives by providing access to online technologies, and developing appropriate legislation, policies and governance. The ministry must ensure that the public have a consistently high-quality online experience when looking for information on government's homepage at www.gov.bc.ca, the Open Information site at www.openinfo.gov.bc.ca and the DataBC site at www.data.gov.bc.ca.

Seizing strategic opportunities to engage our vendors in innovative solutions to common service delivery challenges will help ensure that the ministry can make this vision a reality over the short and long term.

Demographics
As the population of the province becomes increasingly diverse, government's design and delivery of services will need to be responsive to citizens' needs and expectations. Government will need to address the challenges associated with ensuring high-quality, efficient and effective multi-channel service delivery within an environment of fiscal restraint that ensures government does not grow. This will require ministry staff to continually improve service delivery with current resources. As a result of these dynamics, the workforce must be flexible and capitalize on individuals' skill-sets in order to keep pace with the latest and best trends in customer service delivery. The ministry must prioritize opportunities to improve and streamline services so that staff can achieve optimal service delivery levels.

Goals, Objectives, Strategies and Performance Measures

The Ministry Service Plan establishes priorities for addressing opportunities and challenges in the 2014/15 year. This year, the ministry has participated in Core Review, a rigorous process to reevaluate the goals, objectives, strategies and performance measures of the ministry that ensures the work being done is aligned with the goals and direction of government.

Through this process, the ministry has reduced its goals from five to three, which articulates a renewed and clear focus on its three customer groups: Businesses, Citizens and the Public Sector (Core Government and the Broader Public Sector organizations).

The three goals govern the ministry's day-to-day operations and strategic priorities:

Goal 1: Create conditions for B.C. businesses to be successful

Goal 2: Make it easier for citizens and businesses to interact with government

Goal 3: Deliver efficient and effective services to the Public Sector

The goals, objectives and strategies of the 2014/15 – 2016/17 Service Plan align with the ministry's internal operations, while maintaining the external focus critical to the organization's success in serving the public.

The objectives translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that will be implemented in order to achieve the desired objectives. The performance measure linked to each objective is an indicator for the progress being made.

Three-year targets have been set for each performance measure. Internal benchmarks are used to set targets because, in most cases, national standards do not exist.

Goal 1:   Create conditions for B.C. businesses to be successful

Supporting the technology industry to move ahead, and attract and retain talent, employers and investors, is central to the ministry's mandate detailed in the *BC JobsPlan* and *B.C.'s Technology Strategy*. The ministry's role is to work with the BC Innovation Council to help foster collaboration between the technology industry, academia and other parts of government that will enable job growth. This kind of collaboration and co-operation will ensure that innovative ideas from industry and post-secondary institutions can become successful commercial ventures.

In further support of small and medium business' success and economic development in the province, the ministry consults with the business community to find ways to streamline government services and processes. As a result, a key focus will be to make it easier for businesses to access government procurement opportunities.

Objective 1.1:   Position B.C. as a destination for the technology sector and innovation

Strategies

- Encourage the development, commercialization and adoption of technologies and processes that align with government priorities

- Work with private sector, post-secondary partners and other ministries in support of *B.C.'s Technology Strategy*

- Encourage commercialization and knowledge transfer between universities and businesses

> ### *B.C.'s Technology Strategy Vision*
>
> *"B.C. is a recognized leader for developing and growing innovative technology companies, and is a destination for technology investment. B.C.'s technology sector improves the quality of life and provides enduring value to the people of British Columbia."*

- Review government spending on innovation and research, and recommend how those funds can be re-deployed in the sector to support commercialization and job creation

Objective 1.2: Streamline processes and access to information and services so it's easier for businesses to access government resources

Strategies

- Make it easier for businesses to access and compete for government work

- Have a contact point or resource to provide advice about government procurement

- Partner with businesses to simplify and improve interactions with government

Performance Measure 1: Increases in co-op placement uptake as a result of expanding the BC Training Tax Credit Program to include co-op and placement in small technology firms

Performance Measure	2012/13 Actual	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
The number of co-op students undertaking private business placements in B.C.	6,109	6,250	6,500	7,000	7,500

Discussion

This is a new performance measure that reflects the addition of technology and innovation to the ministry. Achieving Goal 1 (to create the conditions for B.C. businesses to be successful) involves access to talent, capital, to business and entrepreneurial expertise. The BC Innovation Council is responsible for developing programs to jump-start new companies. Minister Wilkinson's Mandate Letter specifically lays out increasing the small business venture capital tax credit by $5 million in 2015/16, to help increase access to capital. Therefore, this performance measure will concentrate on access to talent. Currently, the BC Training Tax Credit program supports apprentices in industrial trades. If the program is expanded to include technology trades, it would greatly support B.C. technology firms.

The new measure will contribute to business success by improving businesses' access to talent through increased co-op placements. Increasing co-op placements will also ensure that students have the necessary real-world experience in technology firms, which will improve the quality of their training and job prospects. Tracking the increase of co-op placements will validate the expansion of

the BC Training Tax Credit Program. For 2012/13 (2013/14 data is not yet available), there were 11,711 total co-op placements, of which 6,109 were private business placements inside B.C. (about 80% of all private sector co-op placements). These numbers are tracked by the BC Co-op Association and Accountability Council.

Goal 2: Make it easier for citizens and businesses to interact with government

Technology is rapidly affecting all aspects of our daily lives. Ministry research tells us that citizens and businesses want more access, choice and options to access government services and information, especially online. They also want better integration across all government services provided by the ministry, whether it is in-person, online or on the telephone.   In expanding choice and greater access to services online, the ministry needs to ensure that their privacy and information is secure and protected.

Objective 2.1:   **Citizens and businesses can easily access government services and information**

Strategies

Improving Citizen Interactions

"Our government has made a deliberate choice to be as open and accessible as possible, especially to citizens wishing to access information online. It will be your task to continue to improve our government-citizen interactions."
    Minister Wilkinson's Mandate Letter Instructions

- Make it easier to access services and information with on-demand and self-service options

- Improve integration of in-person government services in communities

- Enable a consistent user experience for in-person, telephone and online services

- Provide timely and appropriate information to the media and directly to the public so they can develop opinions to enable informed debate on decisions taken by government

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Performance Measure 2: Citizen Satisfaction

Performance Measure	2012/13 Actual	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
Citizen Satisfaction	90%	Biennial survey; next survey in 2014/15	At least 90%	Biennial survey; next survey in 2016/17	At least 90%

Discussion

This measure is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information in-person through Service BC Centres, and by telephone through the Service BC Contact Centre. The measure shows how satisfied citizens are with the availability, usability and delivery of services they receive when they access government programs and services. The next survey will be conducted in 2016/17 fiscal year.

This measure was previously named "Service BC Citizen Satisfaction." The new name reflects the ministry's commitment to focus on the customer group, in this case citizens.

Performance Measure 3: Business Satisfaction

Performance Measure	2011/12 Actual	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
Business Satisfaction	89%	Biennial survey; next survey in 2014/15	At least 89%	Biennial survey; next survey in 2016/17	At least 90%

Data Source: BC Stats

Discussion

The first Business Satisfaction Survey was conducted by BC Registry Services in Fiscal 2012 to assist in assessing the quality of existing services and to provide a basis for strategic planning for the effective delivery of services in the future.

As the basis for Business Satisfaction, the survey establishes a common measurement across a variety of services to business that will be used as the baseline for comparison with future assessments of satisfaction and service quality.

This measure was previously named "Service BC Business Satisfaction." The new name reflects the ministry's commitment to focus on the customer group, in this case business.

Performance Measure 4: Cost to complete a Freedom of Information request

Measure	2008/09 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Average cost to complete an FOI request by IAO	$1,190	$855	Outperform baseline by at least 20%	Outperform baseline by at least 20%	Outperform baseline by at least 20%

Discussion

Government tracks every Freedom of Information (FOI) request received and regularly reports out to the public on a quarterly and annual basis. In January 2009, FOI services were consolidated under Information Access Operations (IAO) to provide centralized service to client ministries.

Previously, the ministry tracked the percentage rate of compliance with statutory freedom of information response times as an indication of performance. However, in recent years, the number of requests received has increased significantly and the on-time measure did not account for the substantial gains in staff productivity. For example, although the on-time compliance rate fell in fiscal 2012/13 from 90 per cent to 87 per cent, there was a 16 per cent increase in the total number of requests closed within the same budget allocation. Thus, a better measure would be to track productivity in IAO through the cost to process requests. The average cost for this ministry to process an FOI request is calculated by dividing IAO's budget by the total number of closed requests in a fiscal year. Costs of processing by other ministries are not included in this measure as they are outside of IAO's control.

Government continues to see year over year productivity increases. In fiscal 2012/13, government responded to more FOI requests than ever before. Substantial benefits have been realized since centralization of FOI services in 2009. IAO accounts for approximately 40% of total costs to process a FOI request with other ministries accounting for the rest of the costs. The average cost to process requests by IAO has been forecasted to be reduced from $1,190 in 2008/09 to $855 in 2013/14. This revised measure shows that government is able to increase productivity through centralization, Lean continuous improvement and Information Technology (IT) investment, in order to bring the cost of FOI services down for government and to provide better value to citizens. In light of these improvements the target to outperform the baseline costs by at least 20% is felt to be both reasonable and achievable.

Performance Measure 5:   Timely response to media inquiries

Performance Measure	2012/13 Actual	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
Timely response to media inquiries	98.83%	97%	97%	97%	97%

Discussion

This performance measure is an average of two indicators from the office of Government Communications and Public Engagement (GCPE) and their ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information they need to develop opinions and allows for informed debate on decisions taken by government.

In 2012/13, GCPE responded to over 14,000 media enquiries and exceeded the target of 97 per cent with a measurement of 98.83 per cent. For the past five years, results have exceeded the baseline of 97.76 per cent set in 2006/07.

Objective 2.2:   Expand and improve access to online services

Strategies

- Support the expansion of high-speed Internet services and cellular coverage in rural and remote areas

- Improve online service delivery for businesses

- Co-ordinate public engagement initiatives through govTogetherBC

- Continue the expansion of proactive and routinely released government information

- Expand the range of government data available

- Make government's Internet sites more useful to citizens

Performance Measure 6: **Percentage of First Nations with access to broadband facilities**

Performance Measure	2007/08 Actual	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations)[1]	91% (185 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)	100% (203 of 203 First Nations)

Discussion

This performance measure demonstrates the level of success in enabling First Nations communities access to broadband Internet services. The Province provides assistance in the development of upgrade strategies to telecommunication infrastructure that allows service providers to connect homes, businesses and schools to the Internet.

The provincial government continues to support First Nations-led connectivity initiatives that provide access to broadband Internet services. The targets presented are based on information received from several sources, and are subject to change during the upgrade process depending on weather conditions, terrain and remoteness of each community.

This measure does not take into account the number of communities with last mile infrastructure in place, the number of communities with local high-speed services available, or the take-up (i.e., end-user) usage rate of how many users there are. Targets are subject to change because the Province is only one of the funders for this initiative that is being delivered externally by First Nations organizations. The Province does not have direct control over the targets.

Objective 2.3: **Protect and secure citizens' privacy and information**

Strategies

- Provide effective and secure identity management solutions that help citizens to access a wider range of services through the BC Services Card

- Ensure optimal training for the public service on security, privacy and information sharing policies and practices to protect citizens' privacy

Goal 3: Deliver efficient and effective services to the Public Sector

In today's fiscal environment, government requires the ministry to be creative and innovative about assets like real estate and technology so they are well managed, cost-effective and secure. The ministry must also ensure that public service employees have the workplace tools they need to do their work effectively, such as up-to-date systems and equipment, policies and flexible office space options that will enable them to to be most effective.

Objective 3.1: **Information technology and real estate services meet the changing needs of core government and broader public sector organizations**

Strategies

- Continue to set the strategic direction for information management and information technology

- Foster strategic vendor relationships for cost savings and innovative service development

- Implement a real estate strategy that ensures buildings are safe, secure, efficient and fully utilized

- Reduce greenhouse gas emissions and energy consumption by using technology and changing employee behaviour

Objective 3.2: Public service employees have the workplace tools they need to do their jobs effectively

Strategies

- Implement innovative office space designs to enhance effective employee collaboration and mobility

- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to conduct their work

Objective 3.3: Provide core government and the broader public sector with cost-effective, accessible and responsive services

Strategies

- Leverage the benefits of shared services and strategic partnerships across government and the broader public sector

- Improve corporate supply arrangements to further reduce costs and increase value for money

- Continually improve business processes and reduce service delivery costs

Performance Measure 7: Percentage of vacant office space

Performance Measure	2011/12 Actual	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of vacant office space	1.5%	<1.65	<1.65	<1.65	<1.65

Discussion

This measure demonstrates the ministry's efficiency in managing office space infrastructure. This includes both the prudent procurement and allocation of facilities for government program use; and the effective management of surplus space, by sub-leasing, sales, demolition and other appropriate solutions.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in establishing targets, as prudent holdings improve effectiveness, reduce costs by providing space for shorter-term programs and temporary space during renovations, and improve responsiveness to emerging needs.

The measure is calculated by dividing the amount of vacancy by the total area of the ministry's owned and leased market-comparable office space to arrive at a percentage figure.

Performance Measure 8:   **Administrative Cost of Delivering Shared Services**

Performance Measure	2012/13 Baseline	2013/14 Target	2014/15 Target	2015/16 Target	2016/17 Target
Administrative cost, as a percentage of gross expenditures, to deliver shared services	1.8%	< 2.0%	< 2.0%	< 2.0%	< 2.0%

Discussion

This new measure demonstrates the ministry's effective and efficient use of financial resources in delivering Shared Services BC (SSBC) services. Containing administrative costs at an effective level ensures that maximum funding is available to deliver services to core government and broader public sector organizations.

The ministry has reduced administrative overheads over the last four years resulting in only 1.8% spent (or $13.9M) on administration to support SSBC in 2012/13. Future year targets are based on this baseline and it is expected that, through the implementation of continuous improvement initiatives that focus on administrative unit efficiencies, the ministry will be able to maintain these targets.

The measure is calculated by dividing the actual expenditures for administrative business units within SSBC and Corporate Services by the total gross expenditures of SSBC to arrive at a percentage figure.

Resource Summary

Core Business Area	2013/14 Restated Estimates[1]	2014/15 Estimates	2015/16 Plan	2016/17 Plan
Operating Expenses ($000)				
Services to Citizens and Businesses	17,724	17,724	17,724	17,724
Office of the Chief Information Officer	12,442	12,442	12,442	12,442
Innovation and Technology	8,487	8,487	8,487	8,487
Executive and Support Services	25,556	25,560	25,562	25,562
Logistics and Business Services	12,182	12,182	12,182	12,182
Real Property	258,436	267,036	267,036	267,036
Technology Solutions	146,322	146,322	147,753	147,735
Government Communications and Public Engagement	26,155	26,155	26,155	26,155
Strategic Initiatives	11,100	11,100	11,100	11,100
Total	518,404	527,008	528,441	528,423
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Technology Solutions	125,872	194,468	203,189	130,850
Strategic Initiatives	467	0	0	0
Total	126,339	194,468	203,189	130,850

Other Financing Transactions ($000)				
Release of Assets for Economic Generation				
Receipts	(8,000)	(5,000)	(1,500)	(500)
Disbursements	5,000	5,000	1,500	500
Total Net Cash Requirements (Source)	**(3,000)**	**0**	**0**	**0**

[1]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."

Appendices

Appendix A: Ministry Contact Information

Ministry Contact Information

Department	Telephone	Website or Email
Freedom of Information and Protection of Privacy	250 356-1851	http://www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	http://www.cio.gov.bc.ca/
Knowledge Network Corporation	**In Metro Vancouver:** 604 431-3222 **Elsewhere in B.C.:** 1 877 456 - 6988	http://www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	http://www.gov.bc.ca/public_affairs
Strategic Initiatives	250 953-3470	http://www.data.gov.bc.ca/ http://www.openinfo.gov.bc.ca/
Service BC	**In Victoria:** 250 387-6121 **In Metro Vancouver:** 604 660-2421 **Elsewhere in B.C.:** 1 800 663-7867	http://www.servicebc.gov.bc.ca/
Premier's Technology Council	**In Victoria:** 250 356-1894 **In Metro Vancouver:** 604 827-4629	Premiers.TechnologyCouncil@gov.bc.ca

Appendix B: Hyperlinks to Additional Information

Ministry Information Online
http://www.gov.bc.ca/citz/index.html

Listing of Ministry Legislation
www.leg.bc.ca/PROCS/allacts/LCSOG.htm

British Columbia's Technology Strategy Document
http://www.bcjobsplan.ca/wp-content/uploads/TechnologyStrategy2012.pdf

Citizens @ the Centre: B.C. Government 2.0 Document
http://www.gov.bc.ca/citz/citizens_engagement/gov20.pdf

BC Innovation Council
http://www.bcic.ca/

The BC Jobs Plan
http://www.bcjobsplan.ca/

BCIC
BC INNOVATION COUNCIL

Making BC a great place for technology entrepreneurs

BC Innovation Council Service Plan

2014/15 - 2016/17

MESSAGE FROM THE CHAIR

On behalf of the Board of Directors of the British Columbia Innovation Council (BCIC), I am pleased to present the *BCIC Service Plan* for the three fiscal years from 2014/15 to 2016/17.

BCIC is the Province's lead agency promoting the development and application of advanced or innovative technologies to meet the needs of industry in BC. Our mission is to build British Columbia's economy by accelerating the growth of BC ventures through the support of entrepreneurs and tech startup companies.

BCIC is pleased to be working with Greg Caws who took on the role of President and CEO in November 2013. A seasoned BC tech entrepreneur, Greg brings valuable experience that spans startup companies, large corporations, private capital, public service and board governance.

BCIC continues to work towards goals, measures and targets that were aligned to reflect the Province's Mandate Review of BCIC in 2011. This Service Plan also maintains the Mandate Review's directive to focus on program spending on specific work plans developed by the funded organizations, including appropriate measures of progress and outcomes. We are continuing our practice of basing funding on contribution agreements rather than flow-through funding to partners as we continue to improve transparency and accountability.

Derek Lew, Chair,
BC Innovation Council

BCIC's Strategic Goals for fiscal year 2014/15 remain consistent with goals established last year. They are:

- Expanding commercialization of innovation and technology.

- Growing and strengthening the entrepreneurial community.

- Concentrating resources on opportunities that are sustainable in British Columbia.

Our work towards these goals advances economic development in the province, creating jobs and opportunities for British Columbians.

The BC Venture Acceleration Program is the largest BCIC commercialization initiative. Delivered by 10 partners across the province which form the BC Acceleration Network, the Venture Acceleration Program has made significant inroads in the past year. Companies involved in the program have generated 446 jobs, $6.6 million in revenue and $29.8 million in investment as of September 30, 2013.

The Venture Acceleration Program is a structured venture growth program that helps early-stage entrepreneurs in BC grow their companies. Companies enroll with regional partners in the BC Acceleration Network who provide support and guidance through a dedicated Executive in Residence (EIR), a successful business professional trained in best practices in accelerating the growth of new ventures. Companies may also receive mentoring from highly qualified volunteers in the BCIC Mentor Program. We are pleased with the progress of the Venture Acceleration Program and are committed to expanding its reach while continuing to improve the rigor of the program.

The Commercialization Voucher Program has promoted the commercialization of dozens of BC innovations. This program matches graduate students at BC post-secondary research institutions with startup companies. The students complete commercialization assessments, contributing to the growth of BC businesses and helping to bridge the gap between academia and industry. In Phase 1 of the program, 45 vouchers were issued.

BCIC also sponsors a number of industry conferences and competitions that help build the entrepreneurial ecosystem. The BCIC-New Ventures Competition has supported the growth of 1,758 companies, bringing together a large network of past, present and future tech industry talent. BCIC's sponsorship of major industry events such as the GROW conference, Metabridge, C100 "48 Hours in the Valley" and numerous regional events help BC startup companies gain access to information, influencers and investors.

The fiscal year 2014/2015 - 2016/17 BCIC Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

To the best of our knowledge, the significant assumptions, policy decisions, events and identified risks are current and have been considered in preparing this plan. The performance measures presented are consistent with BCIC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BCIC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,

Derek Lew
Chair, BCIC

CONTENTS

ORGANIZATIONAL OVERVIEW

ENABLING LEGISLATION

The BC Innovation Council is a provincial Crown agency operating under the *British Columbia Innovation Council Act* (Amended in Bill 15 - 2006).

MANDATE

The Provincial Government has provided the following mandate direction to BCIC under the *British Columbia Innovation Council Act*:

- To advance commercialization in British Columbia through focused support to startup companies and facilitation of partnerships between industry and academia;

- To work with willing partners in industry, academia, government and associations that support entrepreneurship and the development of entrepreneurial talent.

VISION

A strong and rapidly growing knowledge economy, creating rewarding careers for British Columbians in BC.

MISSION

To build British Columbia's economy by accelerating the growth of BC ventures through the support of entrepreneurs and tech startup companies.

VALUES

BCIC's core values guide its operations. They include:

- **Collaboration –** BCIC collaborates with partners to create programs and provide support for initiatives that develop entrepreneurs and promote the commercialization of technology.

- **Results –** We gauge the success of our programs and activities by achieving results that are valued by shareholders and clients. We continually monitor our programs and services with our partners and clients to ensure outcomes clearly fulfill our mandate.

- **Integrity –** BCIC is committed to meeting the highest standard of integrity expected by British Columbians and government alike. This means we follow fair and transparent processes in all our activities.

- **Entrepreneurial –** Just as BCIC promotes an entrepreneurial spirit among those starting ventures in BC, we are committed to operating with the same entrepreneurial spirit. Being a small agency allows BCIC to put creativity and originality at the forefront of our operations.

OVERVIEW OF CORE BUSINESS AREAS

BCIC is the Province's lead organization with a mandate to encourage commercialization of technology in British Columbia. Helping entrepreneurs get new and innovative products into the global market enhances British Columbia's competitiveness and provides high quality jobs for British Columbians. New companies and ventures are the engine of job creation and the origin of the future firms that anchor the economy. All of BCIC's programs and services support this important goal.

BCIC develops and funds programs that are delivered across the province by regional economic development organizations and academic institutions. This approach enables BCIC to assure quality and consistency while catering to the specific needs of technology entrepreneurs based on their location, their industry sector and the stage of development of their venture, be it the concept, idea validation, pre-commercial or startup stage.

BCIC's programs focus on economic sectors in which British Columbia has a competitive advantage.

BCIC CROSS-SECTOR STRATEGY

BCIC's renewed mandate expands its role in commercializing technology to eight key industry sectors identified in the BC Jobs Plan that represent the areas in which British Columbia has a competitive advantage and the most potential for investment and job creation. These sectors include: Agrifoods, Natural Gas, International Education, Tourism, Technology, Transportation, Mining and Forestry.

BCIC will play an increasingly active role in supporting these sectors through programs and activities that accelerate the commercialization of technology. The development of BCIC's Cross-Sector Strategy started in 2013 with the goal of driving technology innovation, leading to new products, services, jobs and market opportunities. To develop this strategy, BCIC will continue to:

- Expand awareness of BCIC and broaden working relationships with key sector organizations;

- Identify existing opportunities for collaboration between BCIC and other parties in key sectors; and

- Identify new opportunities in key sectors to connect companies experiencing commercialization challenges with programs that can help them.

The overarching goal of the Cross-Sector Strategy is aligned with BCIC's established goals of expanding BCIC's commercialization capacity, growing and strengthening the entrepreneurial community and concentrating resources on opportunities that are sustainable in British Columbia. Implementing the strategy will improve the performance and competitiveness of companies in the key sectors, while working in concert with existing government, not-for-profit and industry players, as described in the following pages.

BCIC CROSS-SECTOR STRATEGY OBJECTIVES

The BCIC Cross-Sector Strategy is aligned with BCIC's strategic goals. The following objectives will help BCIC achieve the goals of the Cross-Sector Strategy and, by doing so, extend the impact of BCIC's strategic goals into key sectors.

a. **Objective 1: Research and awareness of key sectors**

BCIC will identify key players in each sector and gain an understanding of each organization's vision, mission, target audiences, areas of expertise, key offerings and successes related to innovation and commercialization. The review will consider:

- government / ministries;

- industry associations / groups;

- research institutions;

- accelerators; and

- leading British Columbia companies.

b. Objective 2: Raise awareness of BCIC and its goals among sector key players

BCIC will connect with and establish relationships among identified key sector groups. Once a connection is established, BCIC will share communication materials that clearly articulate BCIC's mandate, what BCIC is, what BCIC does and how it does it. Increasing BCIC's profile will take place through a combination of personal meetings and correspondence.

c. Objective 3: Engage with technology innovators across the sectors

BCIC will create opportunities in the identified sectors to connect companies experiencing commercialization challenges with programs that can help them. Specifically, BCIC will:

- identify gaps or unmet needs for commercialization and innovation in sectors; and

- track the market for program participants' products or services.

BENEFITS FOR BRITISH COLUMBIANS

A fundamental function of BCIC is to accelerate the development of the knowledge-based economy in the province, directly leading to improved economic performance for British Columbia. BCIC runs programs that increase the number of successful technology entrepreneurs and companies. BCIC creates new jobs and economic growth for the province by supporting entrepreneurs and transforming research into commercial ventures.

SHIFTS IN BUSINESS AREAS AND PROGRAM DELIVERY

There have been no significant shifts in business areas and program delivery since BCIC's previous Service Plan, and none are anticipated for the coming year. BCIC will continue to follow a program-based funding model. All BCIC funding requires a proposed work plan and performance measures aligned with BCIC's strategic goals and performance measures. BCIC will evaluate its programs on a regular basis and may change them to improve both performance and the relevance of its strategic measures.

BCIC will continue to update and revise the BC Venture Acceleration Program to ensure success. We are pursuing formal partnerships with subject matter experts to strengthen the training content and capacity of the BC Venture Acceleration Program for clients, Executives in Residence and mentors in the BCIC Mentor Program.

BCIC's staff will also continue to pay particular attention to incoming data from partners and continually measure quality and program performance.

PRINCIPAL PARTNERS, CLIENTS AND STAKEHOLDERS, DELIVERY OF SERVICES

BCIC designs, develops and implements many of its programs and services in conjunction with its delivery partners. All of BCIC's delivery partners are not-for-profit organizations with a regional development focus, specific industry focus or with an affiliation with an educational institution. Many of BCIC's regional partners receive funding from local economic development agencies and other levels of government. This leveraged funding is critical to program success and sustainability.

BCIC has a unique role in facilitating partnerships between academia and industry to solve real-world problems through direct and applied research. Such partnerships result in increased commercial activity.

BCIC also engages with federal and other provincial government agencies, research institutions, industry and regional groups to coordinate and enhance its programs.

BCIC will continue to pursue partnerships across all regions in British Columbia. BCIC generally defines regions according to the distribution of post-secondary institutions in the province. Regions as defined by BCIC are indicated in the map in Figure 1.

FIGURE 1: BC ACCELERATION NETWORK

1 → Greater Victoria – Accelerate Tectoria

2 → Central/Northern Island, Sunshine Coast & Gulf Islands –
Innovation Island

3 → Lower Mainland & Fraser Valley - Wavefront,
Foresight Cleantech Accelerator Centre, VentureLabs®

4 → Okanagan Valley – Accelerate Okanagan

5 → West Kootenays – Kootenay Association for Science and Technology

6 → East Kootenays – Kootenay Rockies Innovation Council

7 → Central Interior BC – Kamloops Innovation Centre

8 → North Central BC – Innovation Central Society

PARTNER SELECTION

BCIC's partners have well established relationships with BCIC and with the communities and stakeholders they serve. BCIC is committed to building and enhancing these partnerships to support its strategic goals. When a region or technology area is identified as an opportunity for a program, BCIC solicits proposals that meet its funding criteria and mandate to select a new delivery partner.

LOCATION OF OPERATIONS

BCIC's office is located at the Leading Edge Technology Centre in downtown Vancouver in close proximity to several key technology industry associations and other complementary organizations. Locating in such an environment allows BCIC further collaboration opportunities.

The Leading Edge Technology Centre is on the 9th floor, 1188 West Georgia Street, Vancouver, British Columbia V6E 4A2.

CORPORATE GOVERNANCE

BCIC follows, and is in compliance with, the Board Governance guidelines posted on the Board Resourcing and Development Office (BRDO) website.

ROLE AND MEMBERSHIP OF THE BOARD

The Lieutenant Governor, through Order-in-Council, appoints the members of BCIC's Board and delegates the role of the Chair. The Board Chair reports to the British Columbia Legislative Assembly through the Minister of Technology, Innovation and Citizens' Services. The Board of Directors has five members:

- Derek Lew, Chair;

- Robin Ciceri;

- Roger Hardy;

- Lorraine Larkin; and

- Cheryl Slusarchuk.

The Board:

- sets the strategic direction and approves appropriate plans from management;

- recruits, empowers and monitors BCIC's management;

- shepherds and safeguards BCIC resources, approving major financial decisions, ensuring internal controls are in place and addressing areas of risk; and

- measures corporate performance, reporting regularly to stakeholders to ensure compliance with applicable laws and ethical standards.

BOARD COMMITTEES

The **Audit and Finance Committee** helps the Board fulfill its obligations and oversight responsibilities relating to the audit process, financial reporting, corporate control systems and risk management. When required, it makes recommendations to the full Board for approval.

- Committee members: Lorraine Larkin (Chair), Cheryl Slusarchuk

The **Governance and Board Nomination Committee** reviews Board policies and practices, ensuring BCIC fulfills its legislated mandate and implements effective due diligence over BCIC's governance.

- Committee members: the full Board

The **Human Resources and Compensation Committee** is a committee of the full Board that fulfils the Board's responsibilities with respect to BCIC's staff policies and practices.

- Committee members: the full Board

SENIOR MANAGEMENT TEAM

Greg Caws – President and CEO

Shirley Vickers – Entrepreneur-in-Residence

Jennie Choboter – Chief Financial Officer

Lindsay Chan – Director of Communications

Tomica Divic – Director of Operations

Dean Prelazzi – Managing Director, BC Acceleration Network

GOVERNANCE PRINCIPLES AND COMPLIANCE

BCIC's Board has adopted the guiding principles outlined in the Province of British Columbia's Governance Framework for Crown Corporations in establishing a framework from which to operate. These principles include:

- stewardship, leadership and effective functioning of the Board; and

- performance and value, innovation and continuous improvement.

BCIC's governance documents and related disclosure practices are available at http://www.bcic.ca/corporate-reports, alongside a full library of all documents related to BCIC and its activities.

STRATEGIC CONTEXT

SHIFTS IN INTERNAL OPERATING ENVIRONMENT

Following recommendations from the 2011 review of BCIC's mandate, BCIC has divested itself of all non-core responsibilities. As BCIC executes its mission, it will continue to focus on program delivery and on ensuring programs are effective and meeting the needs of companies involved with technology and innovation. BCIC will continue to work closely with the Ministry of Technology, Innovation and Citizens' Services and other partners to maintain a clear understanding of future directions, and will align capacity and programs in accordance with funding levels.

As many BCIC programs are delivered in collaboration with its partners including members of industry, academia and government, changes within any of these entities may impact BCIC's initiatives. To reduce such risks, BCIC follows established rules of conduct when entering into agreements with external organizations.

ECONOMIC AND INDUSTRY FACTORS, TRENDS, OPPORTUNITIES AND CHALLENGES

Taking into consideration that the BC economy continues to emerge from a challenging period of economic uncertainty, it is more important than ever to continue to deliver relevant commercialization programs that support economic growth and prosperity in British Columbia. BCIC is strengthening our province's knowledge economy through its established partnerships with industry, government and research institutions. By scaling our programs to meet the growing needs of the market, we enhance the entrepreneurial community and encourage the commercialization of technology.

BCIC's entrepreneurship programs operate with a small core of paid staff and a cadre of volunteer business leaders and mentors. Program implementation in some parts of British Columbia may be hampered by exceptionally strong demand from local industries for experienced managers and business leadership, making it difficult to recruit the necessary mentors and volunteers.

An emerging industry issue that is having a significant effect on entrepreneurship and commercialization is a worldwide increase in the number of patent lawsuits. While some industries can operate successfully using trade secret protection, companies developing and exporting innovative new products are at increasing risk of litigation by patent holders.

RISKS AND OPPORTUNITIES

BCIC operates with support from its primary funder, the Ministry of Technology, Innovation and Citizens' Services. In addition, BCIC relies on volunteer participation from recognized experts and leaders in their fields. BCIC leverages funding from other sources to continually increase its impact on the growth of the BC knowledge economy.

It is important to recognize that building a knowledge economy is a long-term objective and an opportunity requiring partners at all levels of government, institutions and the private sector to remain committed to its growth.

The top risks for BCIC's operations and programs are:

Issues, Risks and Potential Impacts	Mitigating Strategies
The programs that BCIC funds are designed to lower the risk that a new entrepreneurial venture will fail. It is possible that these programs will not actually improve outcomes, despite the quality and care taken in their design and delivery.	MITIGATION: BCIC uses course material developed for entrepreneurial education by thought leaders such as Steve Blank and the Massachusetts Institute of Technology (MIT). BCIC programs are customized for the BC context by local organizations like ACETECH, the Association of Technology CEOs. It is also recognized that some ventures will fail, and their founders will be successful with future ventures, drawing on their experience and learning.
The regional and educational partners are independent not-for-profit organizations governed by their own boards and management teams. Many have revenue streams from sources other than BCIC. It is a significant operational risk that economic forces in their region or strategic changes within their governance structure might cause them to decline to continue delivering BCIC's programs.	MITIGATION: The program delivery and support burden will be divided among several partners at all times, ensuring that if one partner drops out, others can quickly develop capacity to replace them. BCIC provides funding to organizations based on proposals for programs that meet our mandate. We solicit proposals first from existing funded partners. If they cannot meet our requirements, we may use a competitive Request for Proposal process. BCIC requires BC Acceleration Network partners to develop sustainability plans to address future funding issues, which may include less financial support from BCIC.
In the early phases of several BCIC acceleration programs, many highly qualified business people have made themselves available to participate as volunteers in the BCIC Mentor program or become paid Executives-in-Residence for the delivery partners. These individuals, all of them highly qualified, may leave the program after a period when they feel they have done enough and are looking for other opportunities.	MITIGATION: Turnover among mentors and EIRs is expected. BCIC will continue to create awareness of opportunities for mentors and EIRs and will induct new participants at a sufficient rate to ensure that these individuals are not overburdened and that there is an adequate new intake to cover vacancies from departures and retirements.

ORGANIZATIONAL CAPACITY

BCIC has the capacity to achieve its goals. In cases where it does not, it will leverage talent, relationships and strategy to deliver outstanding results. BCIC will develop the partnerships necessary to achieve its mission towards its vision of making British Columbia a great place for technology entrepreneurs to access opportunities, training and community.

GOALS, STRATEGIES, MEASURES AND TARGETS

BCIC STRATEGIC GOALS

- Commercializing innovative technology

- Developing and enhancing entrepreneurial skills

- Focusing resources on entrepreneurs who will build their companies in BC

GOAL 1: COMMERCIALIZING INNOVATIVE TECHNOLOGY

Commercialization is an entrepreneurial activity that takes a technology or intellectual property and creates a business around it. BCIC's goal of facilitating the commercialization of innovative technology is supported by its network of acceleration programs, programs that develop entrepreneurial talent at the post-secondary level and support of events that increase the number of entrepreneurs and new business opportunities across British Columbia. Specifically, BCIC is:

a. **Building the BC Acceleration Network**

BCIC is building a network of regional partners to deliver the **Venture Acceleration Program** to increase the success rate of early-stage companies. BCIC launched the BC Acceleration Network in 2012, and in 2013 expanded the network to 10 partners across the province. Through the BC Acceleration Network, new and early-stage technology companies throughout BC gain access to highly qualified entrepreneurial expertise and know-how. There are now 10 delivery partners across the province offering the BC Venture Acceleration Program:

- Accelerate Okanagan, Okanagan Valley;

- Accelerate Tectoria, Greater Victoria;

- Foresight Cleantech Accelerator Centre;

- Innovation Central Society, North Central BC;

- Innovation Island, Central/northern Vancouver Island, Sunshine Coast, Gulf Islands;

- Kamloops Innovation, Central Interior

- Kootenay Association for Science and Technology (KAST), East Kootenays;

- Kootenay Rockies Innovation Council (KRIC), West Kootenays;

- VentureLabs®; and

- Wavefront (wireless startup companies).

b. **Natural Resources and Applied Science Research Endowment (NRAS)**

- BCIC will continue as the custodian of the $50 million **Natural Resources and Applied Science Research Endowment (NRAS)** originally provided by the Government of British Columbia in 2005/06 to build research and development, advanced training, technology transfer and commercialization capacity in BC in engineering, natural resources and the applied sciences. The first funding program to emerge from the endowment was the **NRAS Research Team Program**, developed collaboratively by BCIC and BCFRST in 2009. In 2011, a mid-point review of the program indicated that all 24 projects reported potential industrial applications for their research, with 22 specific to BC. The NRAS Research Team Program is still in progress with research teams at the University of British Columbia, Simon Fraser University and the University of Victoria entering the fourth year of their projects. Final reports are expected over the next two years.

    The endowment continues to earn interest and, once sufficient interest has grown, BCFRST may deliver further programs.

c.   **Leading Edge Endowment Fund (LEEF)**

- **The Leading Edge Endowment Fund** (LEEF) helped to establish 20 permanent Leadership Research Chairs at public post-secondary institutions across the province and nine Regional Innovation Chairs to create opportunities in communities through BC's colleges, universities and institutes. LEEF wound up operations in December 2012. BCIC handles the administration of LEEF funds. In the past year, LEEF funds supported the BCIC-Mitacs Commercialization Voucher Program. BCIC will continue to disburse the funds to approved programs that support innovation in post-secondary institutions, research and commercialization.

GOAL 2: DEVELOPING AND ENHANCING ENTREPRENEURIAL SKILLS

BCIC works with its program partners to help British Columbians to become successful entrepreneurs.

a.   **Providing training to support early-stage entrepreneurs to commercialize their concepts**

BCIC is identifying and providing relevant knowledge and training to support early-stage entrepreneurs to commercialize their innovations. For example:

- The **BC Venture Acceleration Program** is a structured venture growth program designed to guide, coach and grow ambitious early-stage technology entrepreneurs and effectively grow their technology ventures. The Venture Acceleration Program is delivered by a team of Executives in Residence (EIRs) and supported by a province-wide network of mentors through the BCIC Mentor Program. More information can be found at the Venture Acceleration Program website: www. bcacceleration.ca.

- The **BCIC Mentor Program** is a province-wide entrepreneurial development program for founders and CEOs of British Columbia technology ventures and has been offered by BCIC since 2011. Modeled on the very successful MIT Venture Mentoring Service, the BCIC Mentor Program adopts best practices from ACETECH's Growth Strategy Program, which delivers tools and peer mentoring to CEOs of technology companies in order to improve their effectiveness as leaders. Program participants are early-stage startup companies with a goal to progress and grow. By delivering expert guidance and timely support in developing their ventures, the program improves the success of participating entrepreneurs and helps them take their companies to the next level.

b.   **Working with partners to provide training for emerging entrepreneurs**

BCIC continues to partner with educational institutions and industry organizations to provide relevant knowledge and training for emerging entrepreneurs. For example:

- BCIC will continue to be involved as a lead funder for programs developed by BCIC and the universities to provide a competitive academic pathway to entrepreneurship for third- and fourth-year business and applied sciences students. Examples of existing and future programs are the **entrepreneurship@UBC** and **entrepreneurship@SFU** programs, which provide the skills, mentorship and resources to build upon innovative ideas and develop successful new ventures.

c.   **Sponsoring and promoting entrepreneurial events**

BCIC sponsors and promotes conferences, competitions and events that expand the number of entrepreneurs and new business opportunities across British Columbia. For example:

- **BCIC New Ventures Competition** is an annual competition for emerging entrepreneurs that has operated in British Columbia since 2001. Based on a 2012 assessment of the Competition, at least 56% of all ventures that reached round three survived in some form, creating more than 3,000 new jobs and nearly $200 million in new revenue. The assessment also showed that these ventures filed over 800 patents and launched over 1000 unique products.

- **GROW** is an annual technology conference that takes place over a one week period. GROW provides valuable learning to attendees and aims to inspire innovation and entrepreneurship. Featuring thinkers, influencers and investors from Silicon Valley and Canada, GROW brings together more than 1,200 people including founders, investors, entrepreneurs, bloggers, developers, designers and more. The event has earned the reputation of being Canada's leading technology conference.

- **Metabridge** is a unique three-day retreat in Kelowna that brings together top startup companies and their entrepreneurs with influencers and investors from the Silicon Valley for workshops and networking.

- **C100's "48 Hours in the Valley"** provides an exclusive opportunity for startup companies and their entrepreneurs to spend two days in the Silicon Valley, meeting with industry experts and investors.

- **Wavefront Wireless Summits** is an annual conference in Vancouver that focuses on wireless and mobility solutions, attracting thought leaders from across the globe.

- **Interface** is a digital health summit held annually in Vancouver, hosted by Sanotron, a wireless and digital health accelerator.

- **Regional and student events:** BCIC sponsors a number of "Startup Weekend" events through the province as well as student entrepreneurship competitions.

BCIC's sponsorships are evaluated using a set of criteria that ensure the event is results-driven and aligned with BCIC's mandate.

GOAL 3: FOCUSING RESOURCES ON ENTREPRENEURS WHO WILL BUILD THEIR COMPANIES IN BC

BCIC invests in opportunities for startup companies who will build their companies in British Columbia.

a. **Working with partners to preserve British Columbia taxpayer resources to support entrepreneurs who can achieve success while maintaining their operations in British Columbia**

BCIC works with partners to focus program resources on early-stage entrepreneurs who are able to obtain customers without leaving British Columbia:

- A key performance measure for programs funded by BCIC is an assessment by the delivery partner of the ability of an applicant to create a successful and sustainable business in British Columbia. British Columbia is a great place to be an entrepreneur, but for some opportunities, it is clear from the start that a different path to success is appropriate. BCIC's program partners are encouraged to make applicants aware of alternative strategies when it is clear that creating a successful business in British Columbia will be challenging because of customer access, regulatory, financial or logistical reasons.

- Many of the events and conferences BCIC sponsors expose BC startup companies and their entrepreneurs to investors and influencers who can offer support and help BC companies succeed in BC.

BCIC GOALS AND PERFORMANCE MEASURES

BCIC's performance measures for fiscal year 2014/2015 will be broken down by industry sector, region and company stage. In addition, BCIC will provide data that indicate the number of participating companies in BCIC-funded programs and the number of jobs supported by BCIC-funded programs.

BCIC continues to work with industry, government and BC's academic institutions to identify opportunities and gaps in its strategies directed at developing entrepreneurs and promoting the commercialization of technology. Once identified, BCIC works with partners to address these needs through the development and refinement of initiatives.

BCIC plays an integral role in helping shape the development of British Columbia's knowledge economy. Because this role is so fundamental for future job growth and economic development in British Columbia, BCIC considers it critical to have accurate performance measures to track its progress in fulfilling its mandate.

GOAL 1: COMMERCIALIZING INNOVATIVE TECHNOLOGY

Commercializing innovations to strengthen British Columbia's global competitive position

BCIC supports programs and initiatives that help innovations reach the market. The net result will be a more vibrant economy and more high quality jobs for British Columbians.

Measurable Objectives

- To increase the number of successful new businesses created in British Columbia.

- To improve the growth rate and survivability of small and medium-sized (SME) businesses located in British Columbia.

Strategies

- Build a network of venture acceleration programs to increase the success rate of early-stage companies.

- Implement programs to support entrepreneurial talent development at British Columbia's universities and colleges.

- Sponsor and promote conferences, competitions and events that expand the number of entrepreneurs and new business opportunities across British Columbia.

Measure 1: Patent-protected innovations and trade secrets

The percentage of ventures in BCIC-funded programs with patent protection for their innovations or a structured approach to maintaining trade secrecy.

TARGETS FOR FISCAL YEAR

2013/14 Forecast	2014/15	2015/16	2016/17
50%	30%	30%	35%

Description of Measure

Expressed as a percentage, this measure represents how many ventures in BCIC-funded programs have taken action to protect their intellectual property compared to how many have not. Data for this measure is gathered via required progress reports from program partners. The target for each year is based on data gathered for ventures participating in BCIC-funded programs. Venture acceleration programs emphasize the importance of patents and trade secrets, considering intellectual property protection a strength for entry into the program. Companies that are accepted without patents or trade secrets will be encouraged where appropriate to acquire such. Due to the length of the patent application process, patents pending and other formal processes underway will be considered.

Importance of Measure

BCIC supports programs and initiatives that help innovative technologies reach the market. A patent demonstrates the innovative nature of a startup's technology. Trade secrets are also an effective way of shielding intellectual property. A product based on a novel technology tends to have a stronger chance of competing against established competitors because it can offer differentiated value to customers. Companies with patented intellectual property are better able to defend their innovation when they become successful in the market. By encouraging the use of patents and trade secrets, venture acceleration programs will improve the growth rate and survivability of small and medium-sized (SME) businesses located in British Columbia.

2013/14 was the first year this Performance Measure was tracked. Having completed a full year of the Venture Acceleration Program, BCIC has determined that a target of 30-35% would be a success for the program.

GOAL 2: DEVELOPING AND ENHANCING ENTREPRENEURIAL SKILLS

Developing more successful entrepreneurs for British Columbia

BCIC works with its program partners to help British Columbians to become successful entrepreneurs.

Objective

To improve early-stage commercialization skills of entrepreneurs in the British Columbia science and technology community.

Examples of these skills include business management, leadership and the ability to communicate with investors, customers and other stakeholders.

Strategies

- Identify and provide relevant knowledge and training to support early-stage entrepreneurs to commercialize their concepts.

- Partner with educational institutions and industry organizations to provide relevant knowledge and training for emerging entrepreneurs.

Measure 2: Health Score of ventures in BCIC Acceleration Network

The overall level to which BCIC clients have a solid business foundation for the success of their companies.

TARGETS FOR FISCAL YEAR

2013/14 Forecast	2014/15	2015/16	2016/17
60	60	65	70

Description of Measure

This measure presents an overall score out of a possible 100 points on the level to which ventures in the BC Acceleration Network have a solid business foundation for the success of their ventures. The score is determined by a set of indicators identified by BCIC as important elements for a venture to progress. Different indicator sets are used for ventures in different stages of growth. Examples of indicators include whether the venture:

- is meeting critical milestones as agreed upon with their Executive in Residence;

- has enough cash to meet growth objectives;

- has a customer-validated product-market fit;

- is demonstrating an increase in revenue year-over-year that exceeds 25%; and

- is demonstrating an increase in profit year-over-year that exceeds 25%.

Data for this measure is gathered via required progress reports from program partners. Targets for this measure are set by a baseline that has been established by an assessment of approximately 75 early-stage ventures enrolled in BCIC programs during 2012/2013.

Importance of Measure

BCIC activities support job creation in BC. To do so, it is essential that startup companies in BCIC-funded programs progress from early-stage ventures to larger mature companies with job opportunities. The BCIC health score reflects the level to which startup companies in BCIC-funded programs are on track to progress into companies that will experience job growth. The measure is designed so that the higher a venture's health score, the greater its likelihood of commercial success.

Measure 3: Participant evaluation of the effectiveness of BCIC's programs and services

The percentage of participants in BCIC-funded programs who confirm that BCIC's programs have a high value impact in advancing their technology venture.

TARGETS FOR FISCAL YEAR

2012/13 Actual	2013/14 Forecast	2014/15	2015/16	2016/17
82%	90%	90%	90%	90%

Description of Measure

This measure provides the percentage of participants in BCIC-funded programs who report a high value impact on their personal development as entrepreneurs and/or making their technology venture more successful. This measure is based on sample surveys where high value impact is defined as a value of 7 or more on a 10-point evaluation scale. Data for this measure is gathered via required progress reports from program partners. Performance targets are based on similar past BCIC surveys. Targets have been adjusted upward from the previous forecast, based on results observed over the last two years.

Importance of Measure

Confirmation from entrepreneurs that BCIC-funded programs enable their ventures to progress adds perspective to how BCIC measures its progress. BCIC's goal is to support programs that provide high value to technology entrepreneurs, equipping them with the knowledge and tools to advance their technologies. Evaluation results enable BCIC to assess how well it is delivering on its mission. Reports from the participants of BCIC-supported programs and services will help to shape, refine and improve BCIC offerings and position BCIC as an integral component to the growth and success of its client companies.

GOAL 3: FOCUSING RESOURCES ON ENTREPRENEURS BUILDING SUSTAINABLE COMPANIES IN BC

Investing in entrepreneurs who are positioned to grow within British Columbia, resulting in long-term rewards for British Columbia

BCIC invests in opportunities for startup companies who will build their companies in British Columbia.

Objective

- To increase the number of successful new businesses that will remain in British Columbia for the long term.

Strategies

- Work with program partners to focus program resources on entrepreneurs who can achieve early customer acquisition while maintaining base operations in British Columbia.

Measure 4: Entrepreneurs who can build a successful venture based in British Columbia

The percentage of participants in BCIC-funded programs that are assessed as being able to be successful in their venture without needing to leave British Columbia to do so.

TARGETS FOR FISCAL YEAR

2013/14	2014/15	2015/16	2016/17
80%	90%	90%	90%

Description of Measure

This measure is based on the experience and knowledge of the Executives in Residence and mentors who evaluate the opportunities they are supporting. Data for this measure will be gathered via required progress reports from program partners. Targets for this measure are based on the aspirational assumption that BCIC-funded programs can increase the number of participants able to build a successful company located in British Columbia, by including it as a standard consideration for entry into the program.

Importance of Measure

Entrepreneurs with early stage innovative concepts and business ventures are highly mobile. For many, it is tempting to move to new locations outside of British Columbia to be near their key customers, suppliers or financiers. Of the three prime relationships, the most compelling is that with customers, the ultimate source of value in an entrepreneurial venture. BCIC assesses the likelihood

that a venture will stay in British Columbia to avoid committing taxpayer resources to ventures that are destined to create jobs elsewhere.

2013/14 was the first year this Performance Measure was tracked. Data gathered from BC Acceleration Network partners in the first two quarters of the year indicate that the percentage of participants in BCIC-funded programs that are assessed as being able to build a successful venture in BC is already higher than 80%; therefore, a target of 90% has been set.

PERFORMANCE MANAGEMENT SYSTEMS AND BENCHMARKS

PERFORMANCE MANAGEMENT SYSTEMS

BCIC's performance management system is designed to provide efficient and practical measurements of BCIC's goals. The measurements chosen are quantifiable. This results-focused approach will enable BCIC to see when targets are met and objectives are achieved, and assess whether changes to programs and strategies are necessary.

The success of BCIC programs will be measured via the following:

- Surveys: Issued to program participants by program leaders via email on an annual basis.

- Progress Reports: BCIC gathers information via progress reports submitted by program leaders.

BCIC is confident in the operational data used in reporting the results of its activities. BCIC's sources of data include in-house records maintained through electronic databases and progress reports submitted by program partners. As a condition of support to partners, BCIC requests appropriate records be maintained and reported.

Data is collected throughout the year depending on the activity and verified according to established reporting guidelines to ensure consistency from past years and across similar activities.

Because accuracy is limited by human error, BCIC verifies data as part of the due diligence and monitoring process for reports submitted by external sources.

When results are published, BCIC's performance measures for fiscal year 2013-2014 will be broken down by industry sector, region and company stage.

BENCHMARKS WITH OTHER ORGANIZATIONS

As BCIC reviews and develops its focus areas, it will investigate similar jurisdictions that are currently focusing on entrepreneurial talent development and the commercialization of technologies. For example, when developing its performance measures, BCIC examined the use of performance measures by organizations with similar activities:

- **Alberta Innovates – Technology Futures:** Technology Futures supports research and innovation activities directed at the growth and development of technology-based sectors, the commercialization of technology, the provision of business and technical services, and initiatives that encourage a strong science, technology and entrepreneurial culture in Alberta.

- **Communitech:** Communitech is a not-for-profit organization that supports technology companies in the Waterloo Region and that promotes the region as a technology cluster.

- **Innovation Place: Saskatchewan Opportunities Corporation:** Saskatchewan Opportunities Corporation (SOCO) operates under the registered business name of Innovation Place. SOCO is a Saskatchewan Crown corporation with a direct reporting relationship to the provincial government through the Crown Investments Corporation. SOCO's mission is to support the growth and success of Saskatchewan's technology sector. It fulfills this mission through the development and operation of research parks on university campuses in Saskatoon and Regina, and through the forest sector building in Prince Albert.

- **MaRS:** Located in Ontario, MaRS is a charitable organization with a mission to help create successful global businesses from Canada's science, technology and social innovation. MaRS provides resources — people, programs, physical facilities, funding and networks — to ensure that critical innovation happens. MaRS stimulates, identifies and harnesses great ideas, nurtures their development and guides the transformation of those ideas into reality.

- **Ontario Centre for Excellence – Centre for Commercialization of Research:** The Centre for Commercialization of Research (CCR) generates economic benefits for Canada through the successful commercialization of ideas emerging out of research from publicly funded Canadian academic and research institutions. CCR works exclusively with high-potential early-stage entrepreneurs and innovative enterprises to help them advance to the next level.

- **Saskatchewan Research Council:** The Saskatchewan Research Council (SRC) is one of Canada's leading providers of applied research, development and demonstration (RD&D) and technology commercialization.

- **Techstars:** A technology business accelerator with locations across the US, Techstars provides seed funding to startup companies with funds from top venture capital firms and angel investors.

BCIC will consider best practices in programs and strategic policies that will help develop and improve its service in British Columbia.

GOVERNMENT'S LETTER OF EXPECTATIONS

The Government's Letter of Expectations (the Letter) between the Ministry of Technology, Innovation and Citizens' Services and BCIC is an agreement on the parties' respective accountabilities, roles and responsibilities. The Letter confirms BCIC's mandate and priority actions, articulates the key performance expectations as documented in the Government's Expectations Manual for British Columbia Crown Agencies[1], and forms the basis for the development of BCIC's Service Plan and Annual Service Plan Report. The Letter does not create any legal or binding obligations on the parties. It is intended to promote an open, positive and co-operative working relationship, resulting in the achievement of Government's policy and performance expectations in a transparent and accountable manner.

For the 2014/15 fiscal year, Government has directed BCIC to take the following specific actions:

Government's Letter of Expectations	BCIC Alignment
Continue to work in partnership with Government on the full implementation of the approved recommendations of the British Columbia Innovation Council Mandate Review, including:	BCIC will continue to work in partnership with Government on the full implementation of the approved recommendations of the British Columbia Innovation Council Mandate Review, including:
Continue to adhere to the Board Resourcing and Development Office (BRDO) policies and best practices;	BCIC will continue to ensure consistency with the Board Resourcing and Development Office (BRDO) policies and best practices;
Continue to refine and implement outcome-based metrics, aligned with the BC Jobs Plan, to assess the effectiveness of BCIC programs and initiatives; and	BCIC uses four outcome-based measures to assess the effectiveness of its programs and initiatives including: • protection of innovation via patents and trade secrets; • Venture Health Score of participant companies; • BCIC program effectiveness; and • positioning for growth within BC.
Continue to build and maintain partnerships and diversify programming in order to strengthen entrepreneurship development in the priority sectors and support regional expansion as outlined in the BC Jobs Plan.	BCIC will continue to build and maintain relationships with program partners. The BC Acceleration Network is an initiative that supports regional expansion of BCIC-funded activities. In addition, BCIC's Cross-Sector Strategy will enable BCIC to diversify programming in the priority sectors, focusing on the commercialization of innovative technology.
Ensure BCIC programs are aligned with the BC Technology Strategy and collaborate with Government to develop and implement initiatives that directly support and accelerate commercialization in British Columbia.	BCIC programs are aligned with the actions outlined for BCIC in the **BC Technology Strategy**. Specifically, BCIC will: • Provide commercialization and entrepreneurship support through BCIC's entrepreneurship@ and mentorship programs. BCIC also provides the same support through the BC Venture Acceleration Program. • Facilitate the expansion and ongoing development of regional innovation networks. The BC Acceleration Network is the primary initiative driving the expansion in fiscal year 2014/15. • Continue to offer a British Columbia commercialization voucher program to encourage qualified small and medium- sized enterprises to partner with British Columbia public post-secondary institutions to accelerate commercialization of British Columbia innovations. BCIC will also continue to collaborate with Government to develop and implement initiatives that directly support and accelerate commercialization in British Columbia.

[1] The Province of British Columbia's Crown Agency Accountability System (http://www.gov.bc.ca/caro/publications/index.html) establishes guiding principles for the governance of Crown corporations. The Government's Expectations Manual identifies roles and responsibilities for the Government and Crown corporations, and provides for a Government's Letter of Expectations (Letter) to be developed.

BCIC is committed to mitigating the effects of climate change and promoting carbon neutrality. In addition to regularly purchasing carbon offsets, BCIC recently transitioned its computer network to the cloud, eliminating the need for many servers and significantly reducing energy consumption. As an office with a small carbon footprint, staff take pride in using public transit, biking and walking to work at every opportunity.

SUMMARY FINANCIAL OUTLOOK

BCIC's core operations and activities are funded by the Province through the Ministry of Technology, Innovation and Citizens' Services. BCIC leverages these funds to secure additional funds from other sources for projects, programs and initiatives. The other sources may include organizations within the federal and provincial governments as well as private, public and non-profit science and technology organizations.

KEY FORECAST ASSUMPTIONS

• The forecast revenues are presented under current government financial requirement guidelines.

• Provincial funding is anticipated to remain consistent over the next three years. The funding for BCIC is reviewed annually through the budget process.

• In fiscal year 2013-2014, BCIC continued to work to deliver the Commercialization Voucher Program. $1 million has been committed to this program in fiscal year 2012-2013. The forecast assumes that BCIC will hold the remaining Commercialization Voucher Program funds in its reserve pending direction from the Treasury Board.

• In fiscal year 2013-2014, BCIC has made a contribution to Thompson Rivers University of $1.25 million to establish the BC Regional Innovation Chair under the Leading Edge Endowment Fund (LEEF). The forecast assumes that BCIC will hold the remaining research chair funds in its reserve until it is reviewed by the Treasury Board.

• Interest earned on investments is forecast to remain stable over the next three years.

• BCIC does not receive funding from the Province to provide flow-through support funding for regional science and technology councils and the network of university industry liaison offices (UILOs). However, BCIC will work with all the regional partners and UILOs across the province to develop programs that the UILO's and partners can deliver in support of BCIC's mandate.

• BCIC budgeted $425,000 of its annual provincial funding to support the operation of the Premier's Technology Council (PTC).

• In fiscal year 2013-2014, BCIC has gone through internal restructuring. As a result, a few new roles have been created and some have been eliminated. Two new full time equivalent (FTE) staff are expected to be hired to ensure that BCIC has the capacity to handle the additional responsibilities and workloads in Program Operations and Marketing and Communications in fiscal year 2014-2015. The forecast assumes that the staffing level will remain stable in the following two years after fiscal year 2014-2015.

• BCIC's office space lease expires in November 2014. No decision has been made on BCIC's office space beyond the expiration of current lease.

• BCIC is the custodian of the $50 million Natural Resources and Applied Science Research Endowment (NRAS) originally provided by the Government of British Columbia in fiscal year 2005/06 for the support of training, research and development in natural and applied sciences. The Endowment capital is preserved and investment income earned from the Endowment Fund is transferred by BCIC under a Memorandum of Understanding to the BCFRST Foundation. The program expenditures are provided in the financial summary table below. The detail financial summary related to the Natural Resources and Applied Science Research Endowment Fund is presented in a separate summary chart.

FORECAST RISKS AND SENSITIVITIES

If there are further changes to the level of funding BCIC receives from the Ministry of Technology, Innovation and Citizens' Services, BCIC's ability to leverage Ministry funds to finance projects, programs and initiatives from other sources may be affected. Such sources may include various organizations within the federal and provincial governments as well as private, public and not-for-profit science and technology organizations. Revenues from all program funders depend on those funders' activities and plans.

FUTURE FINANCIAL OUTLOOK

- BCIC's programs will be primarily funded by the core funding from the Province. BCIC will align its funding in programs that meet its mandate. BCIC will work with all the regional partners, UILOs and various organizations across the province to develop and deliver programs that accelerate the commercialization of technology and development of entrepreneurs.

- BCIC will only have limited access to its "surplus" funds (funds accumulated from past years that were not spent and have been directed to future programs). Therefore, the funds that are restricted have not been budgeted for in BCIC's forecasts; however, if economic conditions improve, the use of these funds can be reviewed in future years.

- Interest returns on investments remain low under the current economy, and it is unlikely that the interest rates will change significantly over the next three years.

SUMMARY FINANCIAL CHART

(In $ thousands)	ACTUAL 2012/2013	FORECAST 2013/2014	BUDGET 2014/2015	FORECAST 2015/2016	FORECAST 2016/2017
REVENUE					
Province of British Columbia (1)	6,150	6,390	6,090	6,090	6,090
Internal Program Funding (2)	171	2,079	-	-	-
NRAS Endowment	3	1,000	1,000	1,000	1,000
Interest & Other	291	148	125	125	125
Total Revenue	6,615	9,617	7,215	7,215	7,215
EXPENSES					
Programs and Initiatives (3)	4,956	6,937	4,229	4,243	4,243
NRAS Endowment	3	1,000	1,000	1,000	1,000
Salaries and Benefits	1,027	1,050	1,425	1,384	1,384
Rent	223	228	251	297	297
Amortization	41	40	32	33	33
Other Operating Costs (4)	364	362	278	258	258
Total Expenses	6,614	9,617	7,215	7,215	7,215
Net Income	1	0	0	0	0
Retained Earnings (5)	56,450	56,450	56,450	56,450	56,450
Capital Expenditures (6)	36	50	50	50	50

Notes:

Note 1: BCIC anticipates receiving $6,090,000 of annual funding in FY2013/2014. The additional $300,000 was received from the Ministry of Jobs, Tourism and Skills Training to develop the MentorshipBC program.

Note 2: Internal Program Funding is drawn from deferred program revenues relating to assets gifted with restrictions from the Leading Edge Endowment Fund.

Note 3: Programs and initiatives include contributions made to develop and support programs that align with our mandate such as the BC Acceleration Network and the Commercialization Voucher Program. Programs and initiatives dropped off in 2014/15 because 1 regional research chair in the amount of $1.25 million under the Leading Edge Endowment Fund (LEEF) was disbursed to Thompson Rivers University in 2013/14. Also, the future of the Commercilization Voucher Program is uncertain pending direction from Treasury Board.

Note 4: Other operating costs include legal and contracted services, meetings, travel & networking and office expenses.

Note 5: Retained Earnings include $50 million of NRAS Endowment Fund capital.

Note 6: Capital Expenditures represents the costs of new computer equipment, software licences and implementing IT infrastructure.

Note 7: The above financial information, including forecast information, was prepared based on current Public Sector Accounting Standard (PSAB), which was adopted on April 1, 2010.

(In $ thousands)	ACTUAL 2012/2013	FORECAST 2013/2014	BUDGET 2014/2015	FORECAST 2015/2016	FORECAST 2016/2017
NRAS Endowment Fund	50,000	50,000	50,000	50,000	50,000
Interest Accumulated, beginning	502	1,461	1,461	1,461	1,461
Annual Investment income	962	1,000	1,000	1,000	1,000
Program & administrative expenditures	(3)	(1,000)	(1,000)	(1,000)	(1,000)
Forecast Interest Balance	1,461	1,461	1,461	1,461	1,461

APPENDIX A: CALCULATION OF THE BCIC STARTUP HEALTH SCORE

BACKGROUND

BCIC's activities support the Province's goal to create jobs in BC. BCIC funds programs and services targeted at technology startup companies, providing them with the tools to become job-creating SMEs and large anchor companies.

In order for startup companies to become SMEs and large anchor companies, they must be able to progress from a company with an idea to a company with a growing customer base. A particularly challenging hurdle for many is to achieve the transition from serving a small group of early technology adopters to being widely adopted by mainstream customers. This difficult transition is often referred to as the "Chasm", after the popularity of Geoffrey A. Moore's 1991 book, *Crossing the Chasm,* and it requires that ventures be adequately prepared.

BCIC supports programs and services that provide startup companies with the tools (training, knowledge, services and infrastructure) to cross the chasm. In the long-term, BCIC's activities contribute to job creation in BC.

HEALTH SCORE

How does BCIC know if its programs and services are attaining the goal of helping startup companies advance? The Startup Health Score is a useful method.

DESCRIPTION

The Startup Health Score takes into account a number of factors that are important or vital to the progress of an early stage company. While there are many elements to consider when evaluating the strength of a startup, BCIC has selected a subset and assigned weighting based on observed correlation of these particular factors with company viability. If a startup is weak in one of the selected vital areas, its score will be low. If a startup is strong on all points, its score will be high.

The strength of each venture's score can be determined by the scale in Figure 1. A strong score that indicates a venture is on track to progress is classified as green. A lower score that indicates a venture is having difficulty but is expected to get back on track to progress is classified as yellow. A low score alerts that a company is off track is classified as red.

The BCIC Startup Health Score is derived from the average score of all ventures in BCIC accelerator programs.

Company Stage and Weighting

Early stage companies can be categorized as falling into five different stages of progress as listed in Table 1. Factors considered in a startup's health score are different for each stage. Similarly, the importance of a factor in the success of a company may be greater or less depending on the stage of the company. The importance of a factor is indicated in Table 1 by the weight given to that factor in the calculation of the score.

Indicators

Factors taken into account are listed in Table 1. Following is an explanation for each indicator and its corresponding weight:

- **Customer-validated product-market fit:** Testing ideas by speaking to potential customers is important for early-stage ventures. Doing so will determine whether there is a market for their product. It is a key objective of the Product Validation stage and is therefore assigned a significant weight. For ventures in the Market Validation stage, it is assigned a lighter weight. Ventures in the subsequent stages are not scored on this indicator, as it is assumed in the other metrics, such as profitability and an increase in paying customers.

- **Customer-validated business model:** Establishing a business model that has been validated by speaking to customers is an important milestone, indicating that the venture has validated its sales process and other assumptions built into its business model. This is a key objective of ventures at the Market Validation stage and is an important goal for ventures in the Product

Validation and Market Penetration stages. The final proof of a customer-validated business model is increasing revenue from customers, thus this measure is not explicitly rated at the Market Expansion stage.

- **Meeting agreed-upon critical milestones:** This is a critical indicator for venture success, particularly for startup companies in the Idea and Product Validation stages. Ventures that have not achieved important milestones are likely experiencing serious challenges and are less likely to progress to maturity. In addition, skipping an essential milestone could have fatal results for the venture. For example, a startup in the Idea stage that is on track to progress, will achieve milestones such as identifying real problems or needs that customers want to solve, determining the key features that customers value and identifying early adopter customers willing to test their product offering. A startup that has not completed such steps is likely to have difficulty becoming a commercial success. The indicator is reported to BCIC by mentors and Executives-in-Residence who work closely with the startup and are in a position to assess whether critical milestones have been achieved. This indicator has a considerable weight for ventures in the Idea stage and a medium weight for ventures in the subsequent stages.

- **Has enough cash to meet growth objectives:** Having sufficient funding is critical for ventures to realize their goals. Startup companies are scored on whether they have the necessary funding in place to continue operations. Funding typically comes from operations (often from pre-existing business) or from investors. While not a determining factor for success, the ability to raise money from investors is often a good indication that the venture is able to articulate its value proposition and business model and generally correlates with an increased likelihood of success. While this indicator does not differentiate between the sources of funding, a high score at later stages often indicates that the venture has raised capital from investors. This indicator carries considerable weight for startup companies in the Idea and Product Validation stages and a lighter or medium weighting is assigned for the others.

- **Repeat entrepreneur:** Repeat entrepreneurs have the benefit of experience, informing their decisions and increasing their ability to drive their venture forward. Experience is a contributing factor to the likelihood of whether a startup will move forward and is assigned a medium weight for Idea and Product Validation stage ventures; however, it is not a determining factor, and is weighted lightly for startup companies that have passed those stages.

- **Venture's IP is protected (normally by patents):** A secured patent demonstrates the innovative nature of a startup's technology. Early stage companies that offer a product based on a novel technology tend to have a stronger chance of competing against established competitors because they can offer differentiated value to their customers. Differentiation is necessary as it enables startup companies to offer something new to the market, thus standing out from established competitors. Secondly, if the differentiator is difficult to replicate, it will be difficult for competitors to quickly offer an equivalent offering, thus giving the startup an opportunity to capture market share. Companies with patented intellectual property are better able to defend their innovation when they become successful in the market. Because differentiation is most important as a venture is entering the market, this indicator is considered for startup companies in the Idea, Product Validation and Market Validation stages.

- **Increase in new customers:** Startup companies that have reached the Market Validation stage and beyond, have determined that there is a market for their product or service and are serving paying customers. An increase in revenue indicates that the venture is on track to grow. In order to receive a score on this indicator, a venture must have increase in new customers of at least 25% year-over-year. This indicator becomes more important at later stages, so it is assigned a higher weight for companies in the Market Expansion stage.

- **Increase in revenue:** Startup companies that have reached the Market Validation stage and beyond, have determined that there is a market for their product or service and are serving customers. An increase in revenue indicates that the venture is on track to grow. In order to receive a score on this indicator, a venture must have increase in revenue of at least 25% year-over-year. This indicator becomes more important at later stages, so it is assigned a higher weight for companies in the Market Expansion stage.

- **Mix and number of employees:** A factor in the success of startup companies that have reached the Market Validation stage and beyond is whether they have the necessary team in place. Ventures in the Market Validation stage are graded on whether or not they have any employees. Those who have reached the Market Penetration stage are graded on whether they have full-time employees for sales & marketing, research & development, and management & administration. Those who have reached the Market Expansion stage are also graded on whether they have human resources staff in place. This indicator carries a light weight in the early stages, but it becomes increasingly important at later stages.

- **Positive cash flow status per transaction:** One of the key elements of a successful business is the ability to generate profit on every transaction. Doing so demonstrates that a viable business model exists and that, with sufficient scale, the venture can become profitable. This indicator is assigned a light weight for ventures in the Market Validation and Market Penetration stages. The indicator is not used for ventures at the Market Expansion stage because it is considered to be reflected in the profitability score of a company at that stage.

- **Profitability status of company:** Startup companies that have reached the Market Penetration and Market Expansion stages without seeing profit may be facing obstacles in their ability to progress. Ventures with good profitability at these stages are usually on track to advance. Using profitability as an indicator is useful; however, it is not a determining factor for startup companies in the Market Penetration stage and so it is weighted lightly for ventures in that stage.

TABLE 1

HEALTH INDICATOR	COMPANY STAGE				
	ID	PV	MV	MP	ME
	Idea	Product Validation	Market Validation	Market Penetration	Market Expansion
	weight	weight	weight	weight	Weight
Customer-validated product-market fit	-	25	10	-	-
Customer-validated business model	-	10	15	10	-
Meeting agreed-upon critical milestones	40	20	15	15	15
Has enough cash to meet growth objectives	25	20	10	10	15
Repeat entrepreneur	20	15	5	5	-
Venture's IP is protected (normally by patents)	15	10	5	-	-
Increase in new customers (>25% y/y)	-	-	20	25	25
Increase in revenue (>25% y/y)	-	-	10	15	25
Mix and number of employees	-	-	5	5	10
Positive cash flow status per transaction	-	-	5	10	-
Profitability Status of Company	-	-	-	5	10
Total	100	100	100	100	100
# of Indicators	4	6	10	9	6

FIGURE 1

Health Score	75 - 100%	60 - 74%	0 - 59%
Level	On Track (Green)	Delayed - expected to be On Track (Yellow)	Off Track (Red)

BRITISH COLUMBIA'S | **Knowledge** Network:

Knowledge Network Corporation Service Plan
2014/15 to 2016/17

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To the Honourable Andrew Wilkinson, Minister of Technology, Innovation and Citizens' Services

Accountability Statement

The Knowledge Network Corporation Service Plan was prepared under the Board's direction in accordance with the Budget Transparency and Accountability Act and the B.C. Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

To the best of our knowledge the significant assumptions, policy decisions, events and identified risks are current and have been considered in preparing this plan. The performance measures presented are consistent with Knowledge Network Corporation's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Knowledge Network Corporation's operating environment, forecast conditions, risk assessment and past performance.

On behalf of Knowledge Network Corporation's Board of Directors, I am pleased to submit our 2014/15 to 2016/17 Service Plan.

As British Columbia's public broadcaster we will continue to present diverse points of view that challenge the way we think about current issues and inform decision-making. In today's increasingly complex media landscape, Knowledge Network remains a trusted source for content that encourages dialogue and discovery.

Nini Baird, Chair

Over the next three years, by leveraging our television, internet and mobile platforms, we aim to strengthen our relationship with viewers and donors across the province. In response to the significant growth in our online services we are launching "Web 3.0", a major redesign and technical upgrading of Knowledge.ca. The new website will include expanded content offerings, personalization and interactive experiences. Knowledgekids.ca, our safe destination for children, will offer new educational games and programs designed to help kids navigate the challenges of understanding their role in the world.

To increase awareness of environmental issues we will broadcast the B.C. premiere of *The Tipping Points*, a documentary series that chronicles Earth's changing climate system. The series follows a group of eminent scientists as they explore the tipping points making weather systems around the world more extreme and unpredictable.

Knowledge Network works with B.C.'s independent content creators to bring audiences diverse stories with global and local viewpoints. For example, in 2014 we will premiere a series of documentaries about the history of the West Kootenays. This project was initiated through a workshop and competition for B.C. filmmakers held in Nelson last year. Our outreach to communities across the province has led to the production of many B.C. stories finding a home on Knowledge Network.

Our major challenge over the next three years is to upgrade and replace our current digital technology. We have prioritized hardware and software upgrades to our broadcast and corporate information systems as part of a six-year, $3.4M capital plan. It has been seven years since our last major capital investment in 2007, when the Provincial Government supported our transition from an analogue to digital broadcast facility.

By promoting the distinctiveness of British Columbia, our popularity has steadily increased with ever larger audience share and revenues. Our success is possible through the ongoing commitment and support from the Government of British Columbia through the Ministry of Technology, Innovation and Citizens' Services. We are also grateful to our 38,000 Knowledge Partners whose charitable donations fund more than 70% of our programming.

Our 2014/15 to 2016/17 Service Plan sets the course for strengthening relationships with audiences in the digital world, while continuing to invest in original B.C. content and improving long-term sustainability. Through it, we will deepen our engagement with British Columbians, creating new ways for individuals to interact with, and be inspired by, our many content offerings.

Sincerely,

Nini Baird, C.M.
Chair, Knowledge Network Corporation Board of Directors

Organizational Overview

Knowledge Network is British Columbia's public educational broadcaster. Our mission is to provide all British Columbians with a trusted alternative for the commercial–free exploration of life, connecting them to the world through television, internet, and mobile platforms.

Vision

Knowledge Network, as British Columbia's public educational broadcaster, supports lifelong learning by providing quality programming to all British Columbians through television, the web and other emerging technologies.

Enabling Legislation

Knowledge Network is a Crown corporation, created in 2008 under the Knowledge Network Corporation Act.

Our Mandate

The Knowledge Network Corporation Act lists the purposes of Knowledge Network as:

- to carry on the business of broadcasting and communications to provide unique, quality educational programming to British Columbians,
- to promote lifelong learning in British Columbia by providing quality educational programming,
- to inform and educate British Columbians about their province and about issues that are relevant to them,
- to provide British Columbians with a unique television experience, and
- to collaborate with the independent television and web media production sectors in British Columbia.

Core Business Areas

Knowledge Network brings diverse perspectives to viewers in B.C., to challenge assumptions, broaden awareness and spur the acquisition of new knowledge. We do this by:

- distributing commercial-free educational content to all British Columbians through television, internet, and mobile platforms,
- researching, filtering, licensing, and packaging content from British Columbia, Canada, and around the world that supports lifelong learning,
- commissioning, prelicensing, and developing original content from British Columbia, Canada, and around the world for television, internet, and mobile platforms, and
- building and managing the charitable arm of Knowledge Network, including donations, legacy gifts, and bequests.

Principal Partners, Clients, and Stakeholders

Key stakeholders include:

Our Viewers – 1.5 million weekly viewers across British Columbia

Our Ministry – Ministry of Technology, Innovation and Citizens' Services

Our Donors – 38,000 Knowledge Partners

Our Storytellers – the independent production community

Our Partner in BBC Kids – BBC Worldwide

Our Regulator – Canadian Radio-television and Telecommunications Commission (CRTC)

Values

Knowledge Network is guided by these values:

Trust – We serve the public interest and deliver on our brand promise.

Integrity – We work to the best of our abilities, engaging in principled decision-making and ensuring independence in programming.

Respect – We demonstrate due regard for everyone and strive to reflect diverse points of view.

Accountability – We are open, responsible, and transparent in the conduct of our business.

Quality – We strive for excellence in the selection, presentation, and distribution of our programming and in our interactions with all those we serve.

Benefit to British Columbians

Knowledge Network is a public space for independent voices. British Columbians trust us to provide diverse points of view that challenge the way we think about current issues and inform decision-making.

Our cultural, economic, and social benefits to British Columbians include:

Supporting Families Through Literacy and Early Childhood Development
Knowledge Kids is accessible and commercial-free, providing B.C.'s children with a safe and trusted learning environment.

Creating Jobs and Skills Training
Knowledge Network's commissioning and licensing of original content helps B.C.'s independent production sector attract additional financing from provincial, national, and international sources. Through development funding and formal internships with colleges and universities, we reach out to new and emerging talent, providing unique opportunities for professional development in the television and new media workplace.

B.C. Content
Knowledge Network offers programs of direct relevance to British Columbians, cultivating dialogue and encouraging participation in our culturally diverse, vibrant, and dynamic province.

Viewer Supported, Viewer Focused
British Columbians contribute to the success of Knowledge Network. As a viewer-supported public broadcaster, we deliver significant, high-quality content that is informed by the interests of our audience.

Accessible and Commercial-free
Knowledge Network has mandatory carriage on cable and direct-to-home satellite. Most of our programs are also available for free viewing at Knowledge.ca and Knowledgekids.ca. Our programming has no interruptions, no commercial advertising and is closed captioned on-air and online.

How We Deliver Services

Knowledge Network delivers educational content to British Columbians via television through mandatory carriage on cable, direct-to-home satellite, IPTV services, and at Knowledge.ca, KnowledgeKids.ca and mobile platforms. We develop, prelicense, and commission documentaries for broadcast on Knowledge Network. We serve as a resource for independent producers across traditional and interactive media sectors for the creation of multi-platform content.

Governance

The corporate status of Knowledge Network is governed by the Knowledge Network Corporation Act of British Columbia.

Minister of Technology, Innovation and Citizens' Services

Honourable Andrew Wilkinson

Board of Directors

Nini Baird, C.M., Chair

President and Chief Executive Officer

Rudy Buttignol

Senior Management

Tracey Balogh	**Director of Human Resources**
Murray Battle	**Director of Independent Production and Presentation**
Oliver Eichel	**Director of Broadcast Operations**
Jeffrey Lee	**Director of Finance**
Sarah MacDonald	**Director of Business and Partnerships**
Glenna Pollon	**Director of Government Relations and Communications**
Lisa Purdy	**Director of Knowledge Kids and BBC Kids**
John Reid	**Associate Director of Business Affairs**
Ravi Singh	**Director of Interactive**

Knowledge Network holds two other designations that inform our organizational and business decisions:

1. Knowledge Network is licensed through the Canadian Radio-television and Telecommunications Commission (CRTC) to broadcast educational programming in British Columbia.

2. Knowledge Network is a registered charity, engaging in fundraising activities through our Knowledge Partners program. Funds raised support the acquisition and production of educational and engaging content from British Columbia and around the world.

Board of Directors

The Board of Directors of Knowledge Network are appointed by the Lieutenant-Governor in Council. The Ministry of Technology, Innovation and Citizens' Services is responsible for policy direction, while the Board is responsible for operational policy and setting the strategic direction of the organization. The Board also monitors performance based on the Province's planning and reporting principles. The Board delegates responsibility for the day-to-day leadership and management to the President and Chief Executive Officer. Knowledge Network governance practices are in compliance with Board Resourcing and Development Office Governance Guidelines. Knowledge Network's governance and policy information is available at Knowledge.ca/about/governance.

Governance Principles	How They Are Achieved
Ensure broad-based, relevant Board representation.	Recommend individuals from business, education, finance, law, media, and other relevant disciplines.
Promote strategic macro-governance direction.	Work with management to ensure continuous improvement of service delivery.
Maximize value for money.	Operate by demonstrating effectiveness and efficiency in use of resources.
Listen to partners.	Seek and act on input from partners, stakeholders, and the provincial government.
Leverage best practices including the selection of performance measures and targets.	Support the CEO in the development, implementation, and evaluation of a Service Plan that meets goals and objectives set by the Board.

Knowledge Network Corporation Board of Directors (at January 31, 2014)

Board Members	Board Committees
Nini Baird (Vancouver)	Chair, Board of Directors Chair, Human Resources Committee Chair, Strategic Planning Committee ex-officio Member, all Board Committees
Kevin Brown (Prince George)	Member, Community Outreach and Engagement Committee
Wendy Heshka (Kamloops)	Chair, Community Outreach and Engagement Committee Member, Audit and Finance Committee Member, Strategic Planning Committee
Dr. Jan Lindsay (Comox)	Member, Audit and Finance Committee Member, Community Outreach and Engagement Committee Member, Governance Committee
Debbie MacMillan (Kelowna)	Secretary, Board of Directors Member, Community Outreach and Engagement Committee Member, Fund Development and Partnership Committee Member, Strategic Planning Committee
Sinclair Mar (Victoria)	Chair, Governance Committee Member, Audit and Finance Committee Member, Community Outreach and Engagement Committee
Sheila Orr (Victoria)	Member, Fund Development and Partnership Committee Member, Governance Committee Member, Strategic Planning Committee
Mitch Taylor (Vancouver)	Vice-Chair, Board of Directors Chair, Audit and Finance Committee Member, Community Outreach and Engagement Committee Member, Strategic Planning Committee
Marg Vandenberg (Vancouver)	Chair, Fund Development and Partnership Committee Member, Community Outreach and Engagement Committee Member, Governance Committee
All Members	Human Resources Committee

Board Committees

There are six standing Committees that support the role of the Board in fulfilling its obligations and responsibilities to further the goals of Knowledge Network.

Audit and Finance Committee
The purpose of the Committee is to ensure the audit process, financial reporting, budgets, and risk management systems are reliable, efficient, and effective.

Fund Development and Partnership Committee
The purpose of the Committee is to identify new sources of revenue and serve as ambassadors and strategists for fund development activities and for the development of external relationships.

Governance Committee
The purpose of the Committee is to ensure Knowledge Network develops and implements governance objectives and policies.

Human Resources Committee
The purpose of the Committee is to ensure Knowledge Network's compensation and human resource philosophies and strategies are in keeping with our mission, values, and key goals as well as our legislative and government policy guidelines and requirements.

Strategic Planning Committee
The purpose of the Committee is to ensure Knowledge Network's strategic direction meets the public policy objectives identified in the Knowledge Network Corporation Act.

Community Outreach and Engagement Committee
The purpose of the Committee is to provide input, recommendations and feedback on the various outreach and engagement initiatives undertaken by Knowledge Network in order to strengthen our relationship with our viewers and to share our story with them.

Strategic Context

As a federally licensed broadcaster and a provincially mandated public service, British Columbia's Knowledge Network operates in a dynamic environment. Our Service Plan supports both our federal and provincial commitments, and identifies the opportunities and risks we face.

Knowledge Network's mission is to provide a trusted alternative for the commercial-free exploration of life, connecting British Columbians to the world through television, internet, and mobile platforms. We have five strategic goals that will direct the organization's work over the next three years in support of this mission:

Goal 1: Expand digital platforms to serve audiences anywhere, anytime.

Goal 2: Commission original British Columbian content in partnership with independent producers for multi-platform delivery

Goal 3: Engage audiences through personalized, interactive social experiences.

Goal 4: Strengthen the Knowledge Network brand story and share it.

Goal 5: Increase revenue through entrepreneurial and philanthropic initiatives.

Each year, the senior management team at Knowledge Network conducts a risk analysis process to determine the main factors that will affect our ability to achieve intended results.

There are five primary risks that may have an impact on our public service: Digital Technology Upgrades, BDU (broadcast distribution undertaking) Province-wide Distribution, Asynchronous Viewing on Multiple Platforms, Revenue Generation – BBC Kids and Broadband Costs.

The following table outlines the opportunities and mitigation strategies in place to address these risks.

Area of Risk	Risk Factors and Sensitivities	Opportunity	Mitigating Strategies
Digital Technology Upgrades	Aging equipment may impact delivery and quality of service on multiple platforms.	New technologies are more efficient improving workflow and service delivery.	Prioritize hardware and software upgrades to our broadcast and corporate information systems as part of a six-year, $3.4M capital plan.
BDU (broadcast distribution undertaking) Province-wide Distribution	High Definition channel will displace the Standard Definition channel.	High Definition channel reaches new audience.	Seek regulatory approval on mandatory carriage for both Standard Definition and High Definition services.
Asynchronous Viewing on Multiple Platforms	Building awareness more challenging.	Retain current viewers while reaching new audiences.	Develop methods to reach new audiences.
Revenue Generation – BBC Kids	Increased pressure for more consumer choice may result in deconstruction of favourable pricing model.	Position service as independent and commercial-free.	Work with independent broadcast group to raise awareness of independent channels in vertically integrated ecosystem.
Broadband Costs	With more viewers accessing content online, broadband costs are increasing significantly.	Increased viewership online.	Explore alternative service providers. Strengthen charitable messaging on new website.

Our Strengths

To help us achieve our goals and fulfill our mandate, **British Columbia's Knowledge Network:**

- is available any screen, anytime (on-air in both standard and high definition, online at Knowledge.ca and KnowledgeKids.ca, and on tablets and mobile devices)

- averages a 4.5 audience share for our primetime schedule (BBM Canada Fall 2013, Vancouver Extended Market), [1]

- is in good standing with the Canadian Radio-television and Telecommunications Commission,

- maintains strong relationships with the independent production sector in British Columbia and Canada,

- has access to international documentary markets to help finance and promote B.C. documentaries,

- has extensive experience in curating, licensing, and packaging educational digital content,

- has dedicated staff with unique skills and expertise that support our strategic direction,

- generates philanthropic revenue through donations from 38,000 loyal Knowledge Partners and our endowment fund, and

- generates entrepreneurial revenue through media partnerships and operation of a Canadian subscription children's channel.

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1. Share is the percentage of the total viewing audience that are tuned in to a particular station. It is based not only on Knowledge Network's performance, but also the performance of other stations in our market.

Goals, Strategies, Measures, Targets, and Benchmarks

Benchmarks

Knowledge Network performance measures are benchmarked against past performance. As of December 2013, there are four public educational broadcasters in Canada, each using distinct measures of success based on their provincial mandates. We continue to explore opportunities to incorporate external benchmarks.

Adjustments

The performance measure Average Weekly Reach (TV Audience) under Goal #1 has been revised as changes to BBM Canada's measurement in western Canada includes audience sample from outside the B.C. market. As a result, Knowledge Network is now reporting audience reach through the Total Reach measurement for the Vancouver/Victoria Extended Market which is fully weighted and balanced.

The performance measure Federal Funding Directed to B.C. Content and B.C. Independent Producers has been revised to better reflect the impact of our investment in original content in B.C. We are now measuring Total B.C. Production Budgets based on projects we commit to on an annual basis.

Goal 1: Expand digital platforms to serve audiences anywhere, anytime.

Media consumption patterns and new technologies continue to evolve rapidly. Viewers now expect access to high quality content, anywhere and anytime they choose. To maintain its relevance, Knowledge Network must ensure its presence on new platforms as they are adopted by consumers.

Strategies

1. Launch a Knowledge Network High Definition television channel.

2. Increase out-of-home viewer access to Knowledge Network, Knowledge Kids and BBC Kids on new mobile platforms, such as the iPad and Android-powered tablet computers.

Measures

Total Reach (TV Audience)
We measure total reach annually for Knowledge Prime (6pm to 12pm) and Knowledge Kids (6am to 6pm) using data from BBM Canada, the national provider of TV, radio and consumer information. Total Reach is the unduplicated number of viewers aged two years or older viewing at least one minute of programming in the Vancouver Extended Market.

Average Weekly Hours Viewed
We measure Average Weekly Hours Viewed for Knowledge Prime (6pm to 12pm) and Knowledge Kids (6am to 6pm) using data from BBM Canada.

Web Visits
We measure Knowledge Network web visits annually for both Knowledge.ca and Knowledgekids.ca using Google Analytics. Visits or sessions are defined as a period of interaction between a visitor's browser and a particular website, ending when the browser is closed or shut down.

Page Views

We measure Knowledge Network web page views annually for both Knowledge.ca and Knowledgekids.ca using Google Analytics. A page view is defined as a view of a page on a site that is being tracked by a tracking code. If a visitor hits reload after reaching the page, this will be counted as an additional page view. If a user navigates to a different page and then returns to the original page, a second page view will be recorded as well.

Total Hours on Site

We track this measure using a customized report that measures the total aggregate time spent on Knowledge.ca and KnowledgeKids.ca by all visitors in hours.

Performance Measures		2012/2013 Actuals	2013/2014 Forecast	2014/2015 Target	2015/2016 Target	2016/2017 Target
TOTAL REACH (TV AUDIENCE)	Knowledge Prime	2,483,000	2,275,000	2,275,000	2,275,000	2,275,000
	Knowledge Kids	1,775,000	1,600,000	1,500,000	1,500,000	1,500,000
AVERAGE WEEKLY HOURS VIEWED	Knowledge Prime	1,210,870	1,200,000	1,200,000	1,200,000	1,200,000
	Knowledge Kids	307,740	375,000	375,000	375,000	375,000
WEB VISITS	Knowledge.ca	645,355	890,000	950,000	1,000,000	1,050,000
	KnowledgeKids.ca	477,237	375,000	425,000	450,000	475,000
	TOTAL	1,122,592	1,265,000	1,375,000	1,450,000	1,525,000
WEB PAGE VIEWS	Knowledge.ca	2,249,000	3,000,000	3,050,000	3,200,000	3,250,000
	KnowledgeKids.ca	929,951	700,000	750,000	800,000	850,000
	TOTAL	3,178,951	3,700,000	3,800,000	4,000,000	4,100,000
TOTAL HOURS ON SITE	Knowledge.ca	188,386	305,000	312,000	325,000	330,000
	KnowledgeKids.ca	138,105	120,000	125,000	130,000	135,000
	TOTAL	326,491	425,000	437,000	455,000	465,000

Goal 2: Commission original British Columbian content in partnership with independent producers for multi–platform delivery.

The independent production community continues to be a key partner in the creation of original content. Growth in Knowledge Network's access to external project funding together with independent producers' developing expertise in multi-platform storytelling will help ensure that we can share B.C. stories on the platforms consumers desire.

Strategies

1. Invest in British Columbian stories for distribution on multiple platforms.

2. Develop the intellectual property of the Knowledge Kids' characters, Luna, Chip and Inkie, to create new content for children and families.

Measures

Investment in Original Multi-Platform Content
Knowledge Network is committed to funding independent production of original content for television and other media platforms.

Total B.C. Production Budgets
Production budgets for all B.C. projects we have committed to in a fiscal year.

Performance Measures	2012/2013 Actuals	2013/2014 Forecast	2014/2015 Target	2015/2016 Target	2016/2017 Target
INVESTMENT IN ORIGINAL MULTIPLATFORM CONTENT	$850,000	$822,500	$900,000	$950,000	$1,000,000
TOTAL B.C. PRODUCTION BUDGETS	$2.3 M	$12 M[2]	$2.4 M	$2.5 M	$2.6 M

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2. Knowledge Network supported a significant children's project in 2013/14. Total B.C. production budgets will vary based on the non-cyclical nature of content production.

Goal 3: Engage audiences through personalized, interactive social experiences.

To be sustainable over the long term, Knowledge Network must enhance our ability to engage and attract audiences. By leveraging the most popularly adopted media platforms, we will strengthen our relationship with our 1.5 million weekly viewers by creating personalized experiences with our brand.

Strategies

1. Develop Knowledge Network's interactive initiatives to "pull" viewers into our websites and social networks so that they may engage and interact with our content, complementing the traditional broadcast experience of pushing" content out.

2. Launch personalization features on our web and mobile platforms that are driven by user preferences that encourage participation, such as personal playlists and schedules, recommendations, polls, ratings and commenting.

3. To engage audiences, create affinity clubs, such as Documentary or Drama, where registered members can engage with us and each other regularly through dialogue and discussion on subjects they are passionate about.

Measures

Community Events
Number of events hosted and sponsored by Knowledge Network in B.C. communities.

Engagement on Knowledge.ca
We will start measuring the number of registered users at Knowledge.ca in Spring 2014.

Number of Games Played at Knowledgekids.ca
We will start measuring engagement on Knowledgekids.ca through user interactions with content tracked independently from a web page or screen load using Google Analytics.

Performance Measures	2012/2013 Actuals	2013/2014 Forecast	2014/2015 Target	2015/2016 Target	2016/2017 Target
COMMUNITY EVENTS	8	12	8	8	8
ENGAGEMENT ON KNOWLEDGE.CA (TBD)	N/A	N/A	Benchmark Year	TBD	TBD
NUMBER OF GAMES PLAYED AT KNOWLEDGEKIDS.CA	539,112	427,000	450,000	475,000	500,000

Goal 4: Strengthen the Knowledge Network brand story and share it.

Knowledge Network has grown from a single analogue television channel to a media network with multiple channels and web offerings. It's imperative that current and prospective audiences identify Knowledge Network as a broadcasting and communication service that is dedicated to serving audiences anywhere, anytime. Now more than ever, the power of online networks offers a cost effective way to tell our brand story to a broader audience.

Strategies

1. Brand Knowledge Network as British Columbia's multi-channel, multi-platform, commercial-free public service; and strengthen its appeal as an organization with charitable status.

2. Broaden awareness of the Knowledge Kids by participating in events targeted at children and families.

3. Improve the presence and visibility of Knowledge Network throughout the province with events in and outreach to B.C.'s diverse cultural communities.

Measures

Knowledge Network and Knowledge Kids – Brand Awareness

We conduct research each spring using Ipsos Reid's B.C. Reid Express Omnibus Surveys to measure awareness of Knowledge Network and Knowledge Kids in British Columbia. The study is completed using an online survey methodology using a random sample consisting of Ipsos Canadian panel members who are B.C. residents and are at least 18 years of age. The sample is balanced to be representative of the B.C. population according to Statistics Canada on age, gender, income and education.

Performance Measures	2012/2013 Actuals	2013/2014 Forecast	2014/2015 Target	2015/2016 Target	2016/2017 Target
KNOWLEDGE NETWORK – BRAND AWARENESS (New Survey Question)	N/A	Benchmark Year	TBD	TBD	TBD
KNOWLEDGE KIDS – BRAND AWARENESS (New Survey Question)	N/A	Benchmark Year	TBD	TBD	TBD

Goal 5: Increase revenue through entrepreneurial and philanthropic initiatives.

Knowledge Network will continue to improve its long term sustainability. We will build on the success of the BBC Kids channel acquisition by seeking out new opportunities to generate entrepreneurial revenue that can, in turn, support the public service. The new technology systems we now have in place will allow us to expand our philanthropic initiatives in ways that previously were not viable.

Strategies

Philanthropic

1. Convert a larger percentage of our 1.5 million weekly viewers to donors by employing new solicitation tactics enabled by our new constituent relationship management database (CRM).

2. Retain current donors by strengthening relationships through personalized stewardship, increased interaction online and at face to face events, resulting in a higher renewal rate, increased gift size and more additional gifts.

3. Continue and expand our Major Gift and Legacy Gift programs with individual donors.

4. Identify opportunities to solicit corporate financial support.

Entrepreneurial

1. Explore revenue generating opportunities for expanded carriage of the Knowledge Network signal in new markets.

2. Develop partnership opportunities that leverage our broadcasting strengths and align with our competencies.

Measures

Revenue Generated by Knowledge Partner Donations

We measure this activity by tracking Knowledge Partner donations.

Revenue Generated by Entrepreneurial Initiatives

Overall revenue generated from entrepreneurial initiatives is tracked annually.

Performance Measures	2012/2013 Actuals	2013/2014 Forecast	2014/2015 Target	2015/2016 Target	2016/2017 Target
KNOWLEDGE PARTNER DONATIONS	$3.4 M	$3.4 M	$3.4 M	$3.4 M	$3.4 M
REVENUE GENERATED BY ENTREPRENEURIAL INITIATIVES	$350,000	$550,000	$550,000	$550,000	$550,000

Government's Letter of Expectations

Below are specific directions outlined in the 2014/15 Government's Letter of Expectations and our plans moving forward.

Specific Direction To The Corporation	Knowledge Network Action Plans
1. Make further progress toward the goals described in KNC's strategic plan. Specific to these goals, KNC will: a. Expand digital platforms to serve audiences anywhere, anytime;	Increase out-of-home viewer access to Knowledge Network, Knowledge Kids on new mobile platforms, such as the iPad and Android-powered tablet computers.
b. Commission original British Columbian content in partnership with independent producers for multi-platform delivery;	Continue to support B.C.-based independent producers' access to international co-financing and co-production opportunities through documentary commissioning and the Canada Media Fund.
c. Engage audiences through personalized, interactive social experiences;	Launch Knowledge.ca "3.0" with new features to increase engagement with British Columbians.
d. Strengthen the Knowledge Network brand; and,	Continue connecting with communities and organizations across British Columbia.
e. Increase revenue through entrepreneurial and philanthropic initiatives.	Develop partnership opportunities that leverage our broadcasting competencies.
2. Work to include public literacy television and internet programming focusing on the challenges facing the province, including: a. Seniors' demographic shifts	Continue to offer documentaries with local and global perspectives that challenge assumptions, broaden awareness, and spur the acquisition of new knowledge. Continue to offer commercial-free programs on-air and online for boomers and seniors who are underserved by other broadcasters in the B.C. market
b. Early learning initiatives	Expand content offerings at Knowledgekids.ca.
c. Asian trade and cultural awareness	Continue to strengthen our East is East branded strand, acquiring content from the Asia Pacific region.
d. Health care sustainability	Continue to acquire content for television and the internet that educates children and adults about healthy living. Engage in media partnerships with organizations that have public interest campaigns supporting healthy lifestyles.
e. First Nations communities, culture and issues	Support aboriginal filmmakers in B.C. and Canada through prelicenses, commissions, and acquisitions. Showcase aboriginal programming from local, national, and global perspectives.

Specific Direction To The Corporation	Knowledge Network Action Plans
f. Challenges facing the environment, including climate change	Broadcast *The Tipping Points* documentary series that chronicles Earth's changing climate system. Presented by B.C. journalist Bernice Notenboom, the series follows eminent scientists as they explore the tipping points making weather systems around the world more extreme and unpredictable. Continue to educate British Columbians on challenges facing the environment through compelling and informative documentaries on environmental issues.
g. And economic issues.	Continue to acquire and broadcast documentaries on economic issues from national and global perspectives.
3. Explore ways to expand opportunities for students through collaboration with public post-secondary institutions and Kindergarten – Grade 12 schools offering media, digital arts and other relevant programs.	Continue to liaise with representatives of B.C.'s post-secondary system to support lifelong learning. Expand current internship program.
4. Work with partners, including the Province, on programming opportunities that showcase and encourage dialogue on issues of public interest.	Work with the Ministry of Technology, Innovation and Citizens' Services to identify opportunities to expand public engagement on issues of relevance to British Columbians.

Key Assumptions and Financial Risks

Our Summary Financial Outlook is based on the following assumptions:

1. Financial information for Knowledge Network Corporation was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP).[3]

2. Knowledge Network continues to receive the annual operating grant from the Government of British Columbia through the Ministry of Technology, Innovation and Citizens' Services.

3. British Columbians continue to support public educational broadcasting through individual donations and planned giving.

4. Knowledge Network generates new revenue through a management fee from the operation of the Canadian subscription children's channel, BBC Kids.

5. Knowledge Network continues to have equitable access to the Canada Media Fund for original content.

Knowledge Network's plans for the next three years are fully funded through our annual operating grant from the Ministry of Technology, Innovation and Citizens' Services and revenue generated from philanthropic and entrepreneurial initiatives. Our strategic partnership with BBC Worldwide to operate BBC Kids funded in part our high definition channel for our television service and is ensuring a long-term supply of core programming for both BBC Kids and Knowledge Network.

Donations from Knowledge Partners support more than 70% of the programming on-air and online. We have experienced tremendous success with our fundraising efforts but are expecting slower growth in the next few years. The Endowment Fund has also continued to grow and is a vital part of our plan to ensure that commercial-free programming will continue to be available for all British Columbians to enjoy.

Our challenge over the next three years is to begin upgrading and replacing our current digital technology. We have prioritized hardware and software upgrades to our broadcast and corporate information systems as part of a six-year, $3.4M capital plan. It has been seven years since our last major capital investment in 2007, when the Provincial Government supported our transition from an analogue to digital broadcast facility. Investment in our broadcast and corporate information systems facilitates delivery of our public service to British Columbians via television, internet, and mobile platforms.

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3. The corporation's treatment of broadcast rights is consistent with that established in prior year financial statements. For Public Sector entities specifically, GAAP no longer allows for the capitalization of intangible assets such as broadcast rights. To ensure the ongoing usefulness of the financial statements to users, the corporation will continue to capitalize broadcast rights and amortize them into income as matching revenue is earned.

Subsidiary/Operating Segment Summary Information

Knowledge-West Communications Corporation (KWCC) was incorporated in 1981 and is owned in part by Knowledge Network Corporation. KWCC owns and operates BBC Kids, a Canadian subscription children's channel. The CRTC approved KWCC's acquisition of assets for BBC Kids in April 2011. BBC Kids is a commercial-free service reinforcing the values of both Knowledge Network Corporation and the BBC. KWCC financial results are consolidated under Knowledge Network Corporation's audited financial statements.

Knowledge–West Communications Corporation Board of Directors

Nini Baird, C.M.	Chair
Mitch Taylor	Vice-Chair
Rudy Buttignol	President
Jeffrey Lee	Secretary and Financial Officer
Ann Sarnoff	Director

Senior Management

Rudy Buttignol	President of BBC Kids
Lisa Purdy	Director of Knowledge Kids and BBC Kids

For more information on BBC Kids, visit bbckids.ca

Summary Financial Outlook 2012 to 2017 [1]

($m)	2012/2013 Actual	2013/2014 Forecast	2014/2015 (Budget)	2015/2016 (Budget)	2016/2017 (Budget)
REVENUE					
Provincial Operating and Other Grants	6,410	6,260	6,260	6,260	6,260
Donations and Sponsorships	3,439	3,643	3,450	3,450	3,450
Income from Subsidiary	1,430	1,394	1,350	1,350	1,350
Other Revenue	641	860[2]	961	961	961
Amortization of Deferred Contributions	353	244	244	244	244
Total Revenue	**12,273**	**12,401**	**12,265**	**12,265**	**12,265**
EXPENSES					
Salaries and Benefits	4,326	4,491	4,491	4,491	4,491
Amortization of Capital Assets and Broadcast Rights	3,394	3,789	3,789	3,789	3,789
Marketing and Development	1,088	824	835	835	835
Broadcast Platforms and Corporate IT	864	711	700	700	700
Expenses from Subsidiary	350	1,259	1,300	1,300	1,300
Programming and Presentation	584	490	450	450	450
Administration	375	400	350	350	350
General	82	101	100	100	100
Total Expenses	**11,063**	**12,065**	**12,015**	**12,015**	**12,015**
Net Income or (Loss)	**1,210**	**336**	**250**	**250**	**250**
Total Liabilities	**1,990**	**3,573**	**3,329**	**3,085**	**2,841**
Accumulated Surplus [3]	**11,234**	**11,570**	**11,820**	**12,069**	**12,319**

1. As of December 31, 2013

2. Includes endowment contributions received as per Public Sector Accounting Board guidelines.

3. Includes net asset value of broadcast rights and endowment fund as per Public Sector Accounting Board guidelines.

BRITISH COLUMBIA'S | Knowledge Network:

Contact Information

Knowledge Network Corporation
4355 Mathissi Place
Burnaby, British Columbia
V5G 4S8

Phone: 604.431.3222
Toll Free: 1.877.456.6988

Email: info@knowledge.ca

Knowledge.ca | KnowledgeKids.ca

BRITISH
COLUMBIA

30/60/90 Day Issues
December 17, 2014

Issue	Timeframe	Description
RELEASE OF ASSETS PROJECT		
Jericho Lands	30 days	Formal talks have been initiated with First Nations to explore possibilities for a direct sale. A work plan document has been put together to lay out the steps to complete. The Province's intentions have been made public.
Dogwood Pearson	30 days	The successful proponent of the RFP to purchase and develop the Dogwood Pearson Lands in Vancouver will be announced and the unsuccessful proponents will be notified. The properties are owned by Fraser Health. RAEG was responsible for running the RFP process.

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Issue	Timeframe	Description
Victoria Visitor Information Centre, 812 Wharf Street	60 days	A purchase sale agreement has been executed between the province and the City of Victoria for the Visitor Information Centre building. The sale is pending approval from Council. Close date is March.

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Issue	Timeframe	Description
CORE REVIEW		
Core Review – Expansion of Services to Broader Public Sector	30 days	Most communications sent out informing agencies of decision; some face to face meetings with larger clients being set up; launch planning underway, first meetings to be scheduled for early new year.

1

30/60/90 Day Issues
December 17, 2014

Core Review - Queen's Printer	30 day	The decision to fully outsource the printing function of the Queen's Printer will be partially implemented by the end of January 2014 when the first phase of layoffs will have occurred consistent with the shutdown of the offset presses. S. 12 S. 12
RFP for Office Supplies	30 days	Contract awarded to Corporate Express Canada, Inc. operating as Staples Advantage Canada. Transitional activity underway. Contract effective January 2, 2015 through January 1, 2018, unless extended for up to three, one year terms.

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Issue	Timeframe	Description
FOI/OPEN GOVERNMENT		
Meeting with OIPC on MCFD Personal Requests	90 days	A meeting was held to update the Information and Privacy Commissioner on the status of MCFD personal requests. The Commissioner has asked that MCFD and MTICS return to update her office again at the end of the fiscal year on progress.
Timelines Report	90	The OIPC Timeliness report entitled "A STEP BACKWARDS: REPORT CARD ON GOVERNMENT'S ACCESS TO INFORMATION RESPONSES" was issued September 23, 2014 with seven recommendations for government. A report back on how government is progressing on each recommendation may be requested as part of the Spring session of the Legislature. Staff have prepared a response to each recommendation. In December 2014 the Ministry of Children and Family Development provided an update to the OIPC regarding the specific recommendations pertaining to the Ministry.

2

30/60/90 Day Issues
December 17, 2014

Issue	Timeframe	Description
SHARED SERVICES - GENERAL		
999 Canada Place – Drop-in Office	30 days	New space for senior government officials to use on a casual basis nearing completion (January 2015). Minimal costs invested as existing offices and space were re-used.
999 Canada Place - MIT	30 days	Renovated LWS space for Ministry of International Trade) nearing completion (Jan 2015). Space will allow for more staff to work in same area, funded by dropped leases.
Maritime Museum	30 days	The building currently occupied by the Maritime Museum of BC (MMBC), at 28 Bastion Square in Victoria, has been closed for safety reasons and the museum's artifacts and displays are to be relocated. This was communicated to MMBC in person on June 6, 2014. SSBC currently has an option to lease the Steamship Terminal Building with the Greater Victoria Harbour Authority. If this does not work then MMBC may not have a place to operate from. Decisions on the 28 Bastion Square will follow the resolution of MMBC's new home.
Victoria Youth Custody Centre Repurposing	30 days	RAEG is seeking clients for the site and has reached out to line ministries for a second time with a last call. Next step is to broaden search with a public Expression of Interest.
Vehicle Fleet Management Services Contract	60 days	Transition to new fleet management services provider (ARI), effective February 1, 2015.

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Issue	Timeframe	Description
Records Management Legislative Changes	90 days	Recommendation to repeal the Document Disposal Act and to introduce a new Government Information Act was presented to Cabinet Committee on Secure Tomorrow in mid-October. Final consultations (including OIPC) planned for mid-December, with presentation to Legislative Review Committee in January or February. Still planning for 2015 legislative cycle.

3

30/60/90 Day Issues
December 17, 2014

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Issue	Timeframe	Description
Service BC		
New Service BC location opening in Victoria	90 days	A consolidated Service BC Center for Victoria is in the planning stage. A soft launch is scheduled for March 2015, with a hard launch to follow in late June. This new service centre is a partnership with the Ministries of Social Development and Social Innovation, Natural Gas Development - Residential Tenancy Branch. This one stop service centre will provide citizens in the Capital Region with a full range of in-person government services previously not available. No Public communications have been completed.

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4

30/60/90 Day Issues
December 17, 2014

Issue	Timeframe	Description
		OFFICE OF THE CIO
Integrated Case Management (ICM) Performance	30 days	MTICS provided assistance to support the ICM Phase 4, which was successfully deployed in November. Work continues to monitor, support and improve the Social Sector's Integrated Case Management (ICM) (Phase 4) performance. The ICM team has reported good performance and availably of the ICM application.
		The performance/stability issues that ICM experienced immediately following deployment weekend, and that were related to Siteminder and a data centre hardware configuration issue, have been identified and mitigation strategies to avoid recurrence are in place.
		Continuing parallel activities are being pursued to monitor and assess potential performance improvements to benefit user experience across government, generally, and to implement improvements where practical.
Office of the Auditor General's (OAG) Report on ICM	60 days	We have had a tentative update to timelines from OAG. Anticipate first draft in the next two weeks with an opportunity to respond prior to the formal report being completed. The remainder of the dates include: • Week of Feb 2, 2015: OAG sends revised report to the Deputy Minister and requests for a formal response for inclusion in the final report • Week of Feb 9, 2015: Ministry provides formal response to OAG to incorporate into the final report • Week of Feb 9, 2015: OAG sends embargoed copies to Minister, Deputy Minister, and Speaker (2 weeks prior to release) • Week of Feb 16, 2015: OAG sends embargoed copies to PAC (1 week prior to release) • Week of Feb 23, 2015: Public report released

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30/60/90 Day Issues
December 17, 2014

Issue	Timeframe	Description
		SPRING 2015 LEGISLATIVE ITEMS

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Issue	Timeframe	Description
Records Management Legislative Changes	90 days	Recommendation to repeal the Document Disposal Act and to introduce a new Government Information Act was presented to Cabinet Committee on Secure Tomorrow in mid-October. Final consultations (including OIPC) planned for mid-December, with presentation to Legislative Review Committee in January or February. Still planning for 2015 legislative cycle.

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BRITISH COLUMBIA | Ministry of Technology, Innovation and Citizens' Services

Weekly Cabinet Forecast – Upcoming Items
(Not including Treasury Board)

Cabinet Committee Contact: Charlotte Powell – 387-9791
Cabinet Committee – Core Review Contact: Gillian Henuset – 387-5503

Deputy Minister: John Jacobson - Contact: Jeannette Cook - 387-8871
Associate DM: Sarf Ahmed - Contact: Jeannette Cook - 387-8871

Ministry	Joint Item Yes or No	Lead Ministry	Cabinet Committee Name	Cabinet Committee Meeting Date, Time & Location	Item(s)	Draft Material Due Date	Final Material Due Date	Staff Attendance @ PVO and/or Chambers	DM Prebrief Meeting Date and Attendance	MIN Prebrief Meeting Date and Attendance
MTICS	Yes	MTICS (FLNRO)	Cabinet (OIC)	November 26 Complete – Announcement scheduled for January 26	1. Amendments to the Business Number Regulation	N/A	Nov 7	No staff required	--	Tentatively Jan 15/15 Documents need to be resigned.
MTICS	No	MTICS	LRC	January 22	1. Government Information Act (Document Disposal Act)	N/A	Jan 15	Chambers: MAV, John, Sarf, Bette-Jo, Charmaine Lowe, Wes Boyd	Oct. 23 - Complete Attendees: John, Sarf, Bette-Jo, Wes Boyd, Sharon Plater, Charmaine Lowe	Scheduled: Jan 12/15 Attendees: MAV, John, Sarf, Charmaine Lowe
MTICS	No	MTICS	CCSE	January 28 @ PVO				S. 12		

Ministry of Technology, Innovation and Citizens' Services
BRITISH COLUMBIA

Weekly Cabinet Forecast – Upcoming Items
(Not including Treasury Board)

MTICS	No	MTICS	**LRC**	Deferred

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General Meeting Material Submission Timeline to Cab Ops – Charlotte Powell:
Draft due: 3 weeks prior to meeting date
Final due: 1 week prior to meeting date

RFLs & Supporting Material Submission Timeline to Cab Ops – Charlotte Powell:
Draft due: Drafts are not required for LRC
Final due: 8 working days @ Noon prior to meeting date

Ministry of
Technology, Innovation
and Citizens' Services

BRITISH
COLUMBIA

Weekly Cabinet Forecast – Upcoming Items
(Not including Treasury Board)

FUTURE AGENDA ITEMS

Ministry	Joint Item Yes or No	Lead Ministry	Cabinet Committee Name	Cabinet Committee Meeting Date	FUTURE Agenda Item(s)	Attendance
MTICS	No	MTICS	CCSE	March/April 2015		S. 12
MTICS	No	MTICS	House Reading of the Bills	Spring Session	Government Information Act	S. 12

Page 156 redacted for the following reason:
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	Title	Requirement / Topic	DM / Associate DM and ADM Responsible	Due Date	Status	Minister - briefing or information
7	Pearson/Dogwood		Sarf Ahmed Mike Blaschuk	TB decision received in December	Approval to proceed with sale received. On track with no further action required.	info
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British Columbia's
Technology
Strategy

BUILDING B.C.'S ECONOMY

Table of Contents

Message from the Premier

A vibrant technology industry is an essential part of a 21st century economy, which is why we chose technology as one of the eight most competitive sectors to advance under *Canada Starts Here: The BC Jobs Plan.*

With the rapid expansion of urban centres and the middle classes in countries like India and China, for example, the technology industry is poised to bring new dollars to our economy. B.C. has unprecedented opportunities to offer our products and solutions to these burgeoning markets.

Made-in-B.C. technology is also providing process innovations, new products and new business models to our other key Jobs Plan sectors. As we create the conditions for B.C. technology companies to excel, we will see more of these innovations.

Our province is blessed with an abundance of home-grown talent that drives our technology sector. That, along with our investments in world-class research and innovation infrastructure, has helped make British Columbia a magnet for skilled workers from around the world, creating jobs for today, and for tomorrow.

The Honourable Christy Clark
Premier of British Columbia

Message from the Minister

British Columbia is recognized as an innovative, talent-rich jurisdiction. We are globally recognized for clusters in clean technology, information and communication technologies and wireless, digital and screen-based media, and health and life sciences. And we are a location magnet for highly mobile high-tech talent.

The technology industry provides more than 84,000 jobs for British Columbians, with a record payroll of $5.3 billion in 2009, despite the global economic downturn. The average high-tech wage was $63,440 – more than 52 per cent above the average for all B.C. jobs. We know from industry surveys that technology companies are continuing to hire at an impressive rate.

What makes the technology sector even more important to our province's economy is that it creates well-paid jobs in every area of B.C. The sector has also been one of the province's top revenue performers for many years, nearly doubling between 1997 and 2009, when industry revenues reached $18.9 billion.

Through *Canada Starts Here: The BC Jobs Plan*, we will help our province's technology industry become even stronger. We will continue to leverage the more than $1.8 billion we have already invested in research and innovation to develop the commercial opportunities of tomorrow. Government is committed to working with the technology sector to identify the best ways to implement the actions identified in this strategy, and to discuss other ideas that can assist this sector. B.C. is also committed to accelerating technology commercialization and adoption, building on regional strengths to create new opportunities, developing talent for our knowledge-based economy, and expanding the markets for B.C.'s world-class technology.

The Honourable Pat Bell
Minister of Jobs, Tourism and Innovation

INTRODUCTION

British Columbia's technology sector provides jobs for more than 84,000 people – the equivalent of the entire population of the city of Kamloops. It includes 8,900 established companies and another 18,750 emerging companies in all areas of the province, which together account for 5.9 per cent of B.C.'s gross domestic product.

The technology sector includes four sub-sectors:

Clean technology includes power generation, energy efficiency, transportation and industrial processes. British Columbia's commitment to continued leadership on climate and energy policies helps to foster innovation and growth in this sub-sector.

Information and communication technologies (ICT) and wireless comprises more than 6,000 companies undertaking software publishing, computer manufacturing and systems design, engineering services, and wired and wireless communications. B.C. has more than 500 wireless technology businesses alone.

Digital and screen-based media companies include more than 600 firms involved in areas like interactive design; digital entertainment and games; digital film, animation and special effects; mobile content and applications; and e-learning.

Health and life sciences companies produce medical devices, biopharmaceuticals, bio-products and process innovations. B.C.'s biopharmaceutical cluster alone comprises more than 90 companies.

VISION

B.C. is a recognized leader for developing and growing innovative technology companies, and is a destination for technology investment. B.C.'s technology sector improves the quality of life and provides enduring value to the people of British Columbia.

BACKGROUND

Technology connects today's economy with the jobs of tomorrow. It diversifies the provincial economy and helps B.C.'s other industries build on their competitive advantages enabling them to enter new markets with process innovations, new products and new business models.

Technology firms involved in clean technology, information and communication technologies and wireless, digital and screen-based media, and health and life sciences anchor B.C.'s talent base: a unique competitive advantage in a globally competitive market.

B.C.'s technology workforce continues to expand due to strongly linked entrepreneurial and regional networks, world-class post-secondary institutions, technology acceleration and commercialization programs and regional industry clusters, both emerging and mature.

These networks also help integrate technology into other sectors, which encourages innovation and creates demand for new technology products and services.
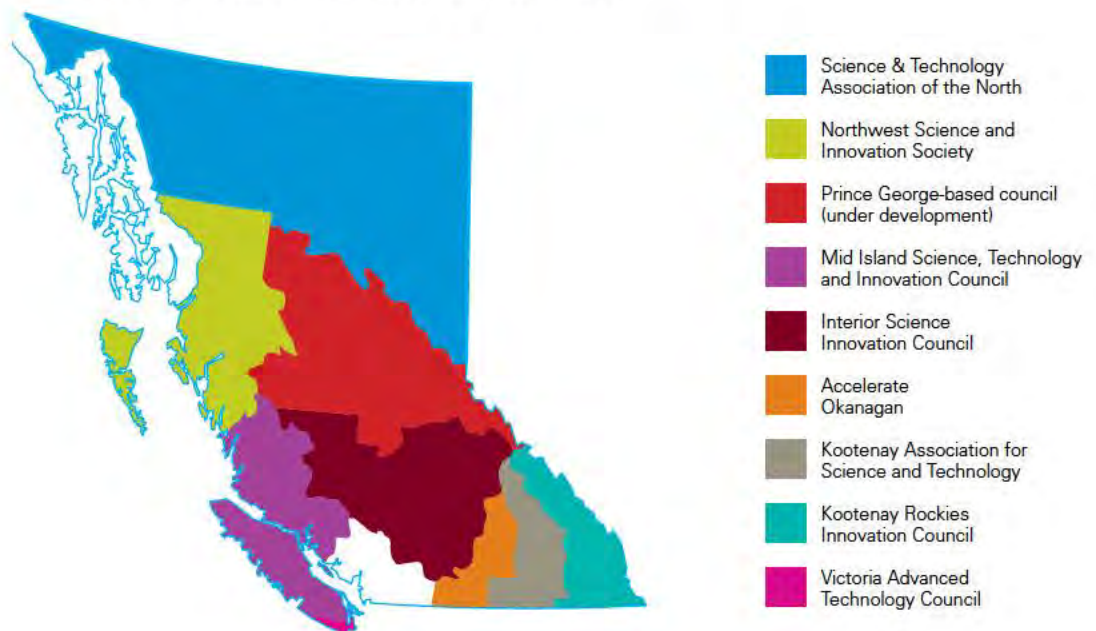
For example, genomic mapping and biotechnology support superior crop production with the use of fewer pesticides, and wireless routing services allow trucking companies to avoid traffic congestion and save fuel. **Table 1** on page 7 provides examples of how technology connects to the other *BC Jobs Plan* sectors.

Crystal Green
fertilizer

MINESENSE

WESTPORT INNOVATIONS INC.

Job growth within the technology sector is on the rise, increasing at twice the rate of overall employment growth in the province. Wages in the technology industry are more than one and a half times that of the average provincial wage, and jobs are well distributed across the province, providing opportunities for entrepreneurs in all of B.C.'s regions.

Science and technology councils provide support to entrepreneurs, start-ups and companies across regional B.C.

- Science & Technology Association of the North
- Northwest Science and Innovation Society
- Prince George-based council (under development)
- Mid Island Science, Technology and Innovation Council
- Interior Science Innovation Council
- Accelerate Okanagan
- Kootenay Association for Science and Technology
- Kootenay Rockies Innovation Council
- Victoria Advanced Technology Council

Distribution of technology companies and B.C. workforce

- Mainland/Southwest
- Vancouver Island/Coast
- Thompson-Okanagan
- Kootenay
- Cariboo
- Northeast
- North Coast/Nechako

Workforce (% of provincial total)

Technology companies (% of provincial total)
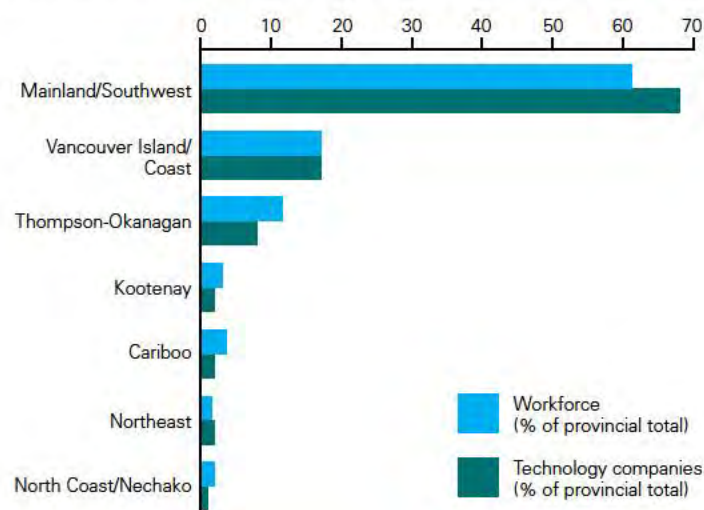
TABLE 1: Examples of technology impact across *BC Jobs Plan* sectors

BC JOBS PLAN SECTORS	TECHNOLOGY IMPACT	
Natural gas	**Westport**	Westport Innovations Inc. is a global leader in natural gas engines and related technologies.
Mining	**Genome** BritishColumbia	Genomics tools improve the passive treatment of water from mine drainage through biological detoxification.
International education	matygo	Matygo is developing social online learning experiences that combine live group-video classrooms and course management tools.
Agrifoods	OSTARA *Creating Value from Waste*	Ostara's technology removes phosphorus and other nutrients from wastewater and recycles them into a green fertilizer.
Transportation	BRITISH COLUMBIA DriveBC	DriveBC integrates weather forecasts, live highway cams and traffic reports into a web- and mobile-based information system.
Forestry	Pacific BioEnergy *"the logical alternative"*	Pacific BioEnergy is an internationally recognized manufacturer of wood pellet biomass fuel for industrial purchasers worldwide.
Tourism	VIVONET	Vivonet provides enterprise management, point-of-sale and payment processing solutions to the restaurant industry.

Background...

British Columbia has worked collaboratively with the private sector to increase technology infrastructure and Internet accessibility. For example, B.C. has used its procurement power to increase Internet and cellular access across British Columbia. Communities experience the benefits of improved connectivity, which facilitates the development and adoption of technology. Ninety-three per cent of British Columbians currently have access to broadband Internet, and the Province has made a commitment to expand that to 97 per cent coverage in the coming years so that B.C. will continue to be one of the most connected jurisdictions in the world.

This high-speed connectivity supports regional growth and knowledge exchange across the province. It provides opportunities for remote development and deployment of high technology field solutions, as well as connecting entrepreneurs everywhere in the province to investor and mentorship hubs.

GEMCOM

We have the opportunity

The global technology market continues to grow; for example, China's market for clean technology is forecast to reach $1 trillion by 2013.[1] This growth will expand markets for technology that are already huge: the global ICT market was estimated at $3.2 trillion in 2011.[2]

> The Province is introducing a new program that will accelerate commercialization of B.C. innovations by linking industry to graduate researchers at our world-class post-secondary institutions.

New products, services and processes facilitated by technology in our traditional resource sectors also have good market potential. For example, GPS and sensor-based wireless systems help B.C. mining operations – with over $10 billion in exports – optimize the use of their heavy equipment and remain globally competitive.

B.C. is well positioned to compete for global market share in all of the *BC Jobs Plan* sectors by continuing to build upon its foundation of a global trade office network, a strong talent base and focused provincial investment.

Background...

We have a competitive advantage

Between 2001 and 2010, the value of product-oriented[3] technology sector exports increased by 35 per cent[4]. The BC Technology Industry Association's 2012 *TechTalentBC* report shows that the province's technology companies will create between 3,000 and 4,000 jobs this year[5]. New and established companies, and centres of research excellence in sectors ranging from health to wireless, form a vibrant technology cluster.

B.C. has become recognized for its talent advantage and excellence in research. As a result, many mergers and acquisitions have taken place within the province's technology sector. These acquisitions provide new opportunities to gain global market expertise and exposure, build new investment networks and ultimately increase the pace of commercialization. Mergers and acquisitions also raise the profile of B.C. as an investment-ready commercialization centre.

The technology sector depends on talent and innovation, and British Columbia provides an excellent supply of both. The province's four research-intensive universities are consistently ranked in the top five institutions in their size classes in the country.

Unique commercialization centres like Wavefront, the Centre for Drug Research and Development, and the Centre for Digital Media help to attract and train some of the most talented and innovative people working in the technology sector. Top universities, growing companies and unique research centres in all of B.C.'s sub-sectors anchor our technology cluster and provide unique opportunities for talent and idea exchange, leading to innovation and increasing the commercial potential of our discoveries. Global technology companies like Microsoft and Pixar have cited B.C.'s talent base as a primary reason they seek partnerships and investment opportunities within the province. This is a virtuous cycle: talent attracts talent.

New opportunities to soar

Airplane sales, for fleet growth and replacement of aging airplanes, will total 30,900 units over the next 20 years, with a value of US$3.6 trillion. Clean technologies, like advanced composites that reduce the weight and hence the fuel requirements of airplanes, will be in high demand.

Accelerating success

B.C.'s Technology Strategy will achieve success through collaboration between industry, academia and government as we build on our strengths and investments and work toward achieving growth in B.C.'s technology sector. Sector-specific programs and policies that focus our efforts and facilitate new market opportunities will build on British Columbia's competitive environment and entrepreneurial culture.

Innovation is critical to British Columbia's continued success. Incremental innovation, in particular, provides economic benefits by rapidly translating ideas into value-added products and services. Incremental innovation supports company growth through product and market diversification. Many of B.C.'s most competitive sectors – such as mining, forestry and natural gas – serve global markets and bring demand for new products and services home to B.C. businesses. The Province is committed to creating new linkages between knowledge and resources sectors, and continuing to regionalize the BC Innovation Council's networks to encourage growth and economic diversification within B.C.'s regions.

Research and innovation are natural partners. B.C.'s post-secondary institutions provide a wealth of talent that is often challenging for small businesses to access. The provincial government recognizes that small and medium-sized enterprises can adapt quickly to market changes and are in an ideal position to develop innovative products and services. A new commercialization voucher program will provide these businesses with access to innovation talent within our post-secondary institutions. These vouchers will promote collaborative later-stage research, as well as knowledge transfer between post-secondary institutions and businesses throughout the province. The voucher program will directly support industry-initiated research on projects that advance new products, production processes or services, and contribute to job and revenue growth within B.C.'s priority sectors.

GENOME BC
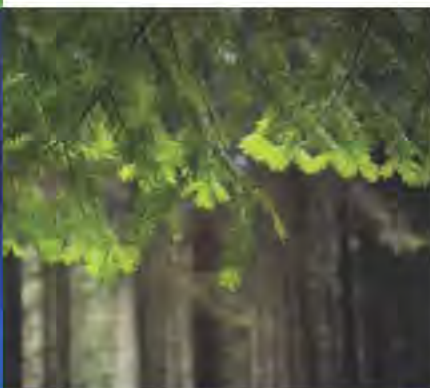
Research remains a priority for British Columbia. Creating a balance between basic and applied research is a priority, as is encouraging the sustainability of research organizations. To ensure that British Columbia remains competitive, the Premier's Technology Council will lead a review of B.C.'s last decade of research and innovation funding and make recommendations for achieving greater economic benefit from future funding allocations.

Access to markets is essential for B.C.'s technology sector to succeed. The Province is committed to developing a procurement program that can help businesses bridge the pre-commercialization gap, and give them a chance to enter the marketplace. Government initiatives like the BC Education Plan and the *BC Jobs Plan* priority sector strategies will help create a roadmap for developing a provincial procurement program. Preparing B.C. businesses to take advantage of federal industrial regional benefits programs is also a priority.

Sustaining a competitive business environment will allow B.C.-based technology companies to expand operations and keep jobs within the province. In addition to enhancing venture capital tax credit programs, government will pursue new sources of innovation funding through federal and industry partnerships, and will continue to develop opportunities for increasing access to capital for B.C.'s technology industry.

British Columbia is committed to active market development through international trade, interprovincial partnerships under the New West Partnership and responsible regulatory reform to reduce barriers to trade and major projects. Harmonizing provincial policies with major trade partners and adopting competitive policy and practices will attract new investments and facilitate market access for B.C.'s technology sector.

The technology strategy builds on government actions that have laid a foundation for success, including effective management of our abundant natural resources, a favourable business climate, prudent fiscal management, a stable and skilled labour supply, and proactive climate and energy policies. British Columbia can also expect to realize benefits from past provincial investments and targeted initiatives to support B.C.'s technology sector including:

- Funding for advanced discovery, development and commercialization capabilities (for example, the B.C. Knowledge Development Fund, Genome BC, the Michael Smith Foundation for Health Research, the Pacific Institute for Climate Solutions, the Centre for Drug Research and Development, Wavefront, the Centre for Digital Media, and FPInnovations)
- Support for entrepreneurs, small technology businesses and startups (venture capital programs, the BC Innovation Council Mentor Program, the BCIC-New Ventures Competition, B.C. global business accelerator partnerships in California and India, and entrepreneurship@ programs)
- Demonstration, validation and piloting of clean technology (Innovative Clean Energy Fund, Clean Transportation Initiative)
- Support for companies' global expansion and scaling (the B.C. Renaissance Capital Fund, BCIC Mentor Program, transmission: Global Summits)
- Ensuring a supply of talent by increasing capacity in technology-related graduate programs and supporting internships and entrepreneurship programs (Mitacs, entrepreneurship@)
- Investment attraction and trade promotion support (trade missions to key Asian markets, marketing materials, in-market trade representatives, Forestry Innovation Investment)
- Removal of trade and mobility barriers through B.C.'s Trade, Investment and Labour Mobility Agreement with Alberta, the New West Partnership with Alberta and Saskatchewan, and the Agreement on Internal Trade involving all Canadian jurisdictions
- Regulatory reforms building on government's achievements in cutting red tape
- Profiling B.C. as a diversified 21st century economy.

Sub-sector snapshot: Clean technology

Clean technology, which includes power generation, energy efficiency, transportation and industrial processes, is a driving factor in the economic growth of British Columbia. A clean technology product or process will often be the result of applying a more established technology in a way that creates green benefits. According to a 2011 KPMG report, B.C.'s core clean technology sector[6] generates $2.5 billion in revenue with a combined payroll estimated at $650 million[7].

B.C.'s clean energy leadership

- Over 93 per cent clean or renewable electricity
- Powering liquefied natural gas plants with clean energy
- Diverse renewable supply – hydro, wind, biomass
- Aggressive energy conservation and efficiency targets
- Clean vehicle program – natural gas, electricity, hydrogen
- Renewable and low carbon requirements for transportation fuels

Opportunity: The global market for clean technology and services is expected to grow to $3 trillion by 2020.[8] Producers of clean, renewable technologies have the potential to attract more than $36 billion in new investment to the province over the next decade.[9] The Pacific Coast Collaborative's *West Coast Clean Economy Report* identifies five areas of highest potential for job growth and industrial development: energy efficiency and green building, environmental protection and resource management, clean transportation, clean energy supply, and knowledge and support.[10]

B.C. is well positioned to take advantage of these burgeoning sectors by building on a solid foundation including global recognition for sound environmental stewardship, 20 years of leadership in fuel cell development, a leading-edge bioenergy sector, world-class utility programs in energy conservation and efficiency supported by industry leadership in building design and construction, ready access to an abundant supply of clean-burning natural gas, and strong linkages to fast-growing Asian economies.

Sub-sector snapshot:
Clean technology, *continued*

Competitive advantage: The province's natural resource sectors are increasingly integrating clean technology into their operations in unique ways that both increase competitiveness and drive innovation. B.C. also has a supportive business environment that includes leadership on climate and energy policy, which provides a foundation for innovation and growth in the clean technology sector.

This, along with a skilled labour supply, means that the province's clean technology companies can effectively respond to B.C.-based clients, for whom they can provide technology that both decreases the environmental impact of the client's operations and also provides cost-saving efficiencies. This symbiotic relationship helps to expand B.C.'s clean technology sector as well as its other sectors.

At least 93 per cent of total power generation in the province is clean and renewable, placing British Columbia among the top jurisdictions in the world for clean power. With most electrical energy supplied by hydropower – and abundant sources of bioenergy, geothermal energy, tidal, run-of-river, solar and wind power – B.C. has immense renewable resource potential, with over $15 billion in investment-ready projects and 37,000MW of renewable power ready to be tapped.[11]

Innovation in forest products

The B.C. government's *Wood First Act*, which requires all new provincially funded building projects to be made primarily from wood, has shown how leadership, environmental stewardship and strategic investment in innovative research and development can stimulate economic growth and create jobs. Partnering with FPInnovations, a national forest sector research institute, and the Wood Enterprise Coalition, a champion of the province's Wood First Initiative, has ensured the *Act* is backed by innovative approaches to building design and construction.
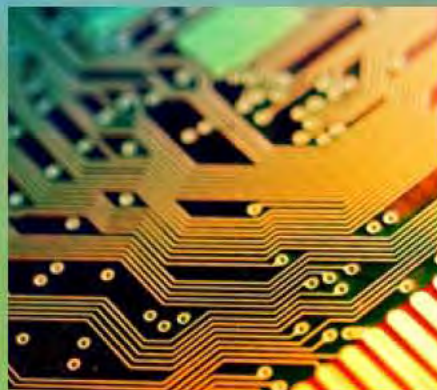
Sub-sector snapshot: Information and communication technologies and wireless

The ICT and wireless sector is predominantly service-oriented and includes software publishing, computer and peripheral equipment manufacturing, computer systems design and related services, engineering services, and wired telecommunications. The ICT sector in British Columbia comprises more than 6,000 companies and 46,000 employees.[12] Wireless technology businesses are a strong ICT sub-sector, employing over 6,000 people in B.C. and generating revenue over $1 billion.[13] The province is home to 500 wireless companies – half in wireless technology and half in wireless-related businesses. ICT and wireless innovations help increase competitiveness in other industries, as the examples in **Table 2** illustrate.

Table 2: Examples of ICT and wireless applications in *BC Jobs Plan* sectors

B.C. technology organizations ...	... innovate ...	... to support *BC Jobs Plan* sectors
Gemcom Software International	Software and services to improve mining productivity	Mining
Echoflex Solutions Inc.	SmartSuite wireless energy control systems	Tourism
FPInnovations	FPInterface-BiOS software for timber supply analysis	Forestry
Delta-Q Technologies	Battery chargers based on advanced, high efficiency power conversion technology with digital software control for electric vehicle manufacturers: locally developed for the global markets	Transportation

Sub-sector snapshot: Information and communication technologies and wireless, *continued*

Opportunity: Direct access to the United States creates a major market opportunity for the sector, while links to emerging markets in China and India are critical to the sector's future. The number of mobile phone subscribers worldwide has grown to an estimated 5.3 billion, with India and China adding over 300 million mobile subscribers in 2010 alone.[14] Wireless and ICT applications across other priority sectors continue to emerge.

ReFleX Wireless provides wire-free patient monitoring systems that can be used in hospitals or for remotely monitoring patients from their homes. This makes **patient care safer** and more efficient and improves accessibility.

Competitive advantage: B.C.'s success in ICT is due to strong research infrastructure, an established network of seasoned communication and software professionals, angel investors, and close ties to the U.S. and Asia. In addition to world-class universities that spin off innovative companies, British Columbia is home to Wavefront, the National Centre of Excellence for Wireless Communications. Wavefront, which received its startup funding from the B.C. government, has helped to launch 35 new companies and provided product development services to over 300 wireless firms in the province since its launch in 2007.[15] Other major development facilities include IBM's Vancouver location, which designs, builds and manages business application solutions for local, national and international clients.

Wavefront helps drive transportation innovation
Car2go, a unique model of car-sharing that allows users to pick up and drop off cars when and where they like, launched its first Canadian location in Vancouver, with Wavefront's help during the test phase.

Sub-sector snapshot: Digital and screen-based media

Digital media companies in the province operate in five areas: interactive design; digital entertainment and games; digital film, animation and special effects; mobile content and applications; and e-learning. British Columbia is home to more than 600 digital media companies that employ about 16,000 people and generate $2.3 billion in annual sales.[16] The products developed by the province's digital sector are used by many other sectors, including health care and education, as practical applications and training tools, and as next-generation technology innovations. Digital media firms have a strong symbiotic relationship with B.C.'s well-established film and TV sector, making British Columbia a creative force in North America.

Opportunity: The global video game market is projected to grow to $76 billion by 2013.[17] New applications of digital media are also emerging, providing opportunities for unique collaborations that lead to innovative applications in digital media. A team at B.C.'s Centre for Digital Media, established with funding from the B.C. government, recently worked with researchers from the University of B.C. and the Arthritis Research Centre of Canada on "ANSWER" (Animated, Self-serve, Web-based Research), an interactive website designed to promote shared decision-making between patients and their doctors, and to educate patients about treatments for rheumatoid arthritis. As the digital media sector continues to grow, there are many more opportunities for cross-disciplinary collaborations, which will lead to commercialization of innovative products and services across sectors.

Sub-sector snapshot: Digital and screen-based media, *continued*

Competitive advantage: B.C. has a strong ecosystem for a thriving digital media industry, including outstanding research and educational assets in science, technology and design; a solid base of artistic and creative employees; and a history of government support for the industry through tax incentives. B.C. also receives the benefit of relationships with California's entertainment hub, software centres in Seattle and Redmond, Washington, and growing markets for services in Asia.

A Thinking Ape, a mobile games company, recently moved from California to British Columbia to take advantage of B.C.'s **technical and creative talent pool**.

British Columbia is a top choice for digital media companies looking to access a vast pool of local talent and one of the top video game clusters in the world. The presence of major publishers within the province and relationships with many of B.C.'s established companies – including EA (Electronic Arts), Nintendo, THQ, Vivendi/Activision, Disney and Microsoft – provide a distinct advantage to the sector, accelerating the pace of commercialization and market entry.

B.C.'s publicly funded post-secondary educational institutions – including the University of British Columbia, Simon Fraser University, the Emily Carr University of Art + Design, the B.C. Institute of Technology and Capilano University – engage in key aspects of digital media, while the Centre for Digital Media offers a master's of digital media program. They provide the digital media industry with outstanding facilities and training, research services, and a growing talent base within the province. Government support of these schools has helped build B.C.'s strong digital media and film clusters.

B.C. also has excellent post-production capabilities, including companies celebrated for their state-of-the-art, award-winning animation and visual effects. Again, talent is the key ingredient, with the province's film industry able to handle 40 productions at a time.[18] B.C.'s thriving digital media sector will become increasingly important as film/TV and digital media content continue to merge, creating opportunities for rapid growth of this provincial sector.

Sub-sector snapshot:
Health and life sciences

The health and life sciences sector includes medical devices, biopharmaceuticals, bio-products and process innovations. British Columbia has one of the most vibrant health research and life sciences sectors in the world. The B.C. biopharmaceutical cluster is the seventh largest in North America, with more than 90 biopharmaceutical companies providing 2,200 jobs. Its commercial success has been impressive, with the highest growth in number of companies in Canada and revenue in the range of $800 million annually.[19]

Medical devices are another of B.C.'s life sciences strengths, and innovative companies continue to emerge as demand rises for cost-efficient health solutions. Aeos Biomedical is one such firm. Aeos has enjoyed the benefits of the strong linkages in B.C.'s technology sector and has received equity investment from the entrepreneurship@UBC Seed Accelerator, created in partnership with UBC, UBC alumni and the Province through the BC Innovation Council. Aeos has created Target Tape, a medical adhesive tape that allows surgeons to make more precise incisions during surgery.

Process innovations are also delivering better health care for British Columbians and helping to keep growing costs under control. The Michael Smith Foundation for Health Research, funded by the Province, is developing a monitoring, evaluating and learning system using real time data to support learning, improvement, and decision-making for the Ministry of Health's Integration of Primary and Community Care framework. This will fundamentally change the way health care is conceived and delivered in British Columbia by linking the patient, the family doctor and the community care team in a partnership to support quality of life and better health outcomes.

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Sub-sector snapshot:
Health and life sciences, *continued*

Opportunity: Global health-care expenditures hit $4.5 trillion last year[20] and growing markets have helped British Columbia's life sciences sector to attract major investments over the past decade. International partnerships have the potential to further leverage research investments in B.C. by allowing for germination of ideas, co-development of products for multiple markets, and easy access to partner markets once products are commercialized.

Competitive advantage: B.C. has developed a wide range of life science products and health technologies due to its strong research and development capacity. One of B.C.'s principal competitive advantages in this areas lies in its world-class research organizations. These include the BC Cancer Agency, the Brain Research Centre, the Centre for Drug Research and Development, the Centre for Hip Health, the Prostate Centre, ICORD - International Collaboration on Repair Discoveries, Genome British Columbia and the Michael Smith Foundation for Health Research. All of these organizations have been supported by the provincial government in its efforts to achieve better health outcomes for British Columbians and to develop a vibrant life sciences industry.

The Treatment as Prevention strategy, pioneered by the B.C. Centre for Excellence in HIV/AIDS, was named **breakthrough of the year** for 2011 by *Science* magazine and was recognized as one of the top 10 medical breakthroughs by *Time* magazine.

GOALS

The Province will support commercialization and adoption of technology in all *BC Jobs Plan* sectors. Improving commercialization and adoption rates will accelerate economic growth in technology and open up jobs in B.C. The B.C. government will create conditions for companies to succeed through the following four goals:

1. Accelerate technology commercialization and adoption.

2. Build on regional strengths to create new opportunities.

3. Develop talent for a knowledge-based economy.

4. Expand markets for British Columbia technology.

1 Accelerate technology commercialization and adoption

Actions:

■ Engage the Premier's Technology Council to review government's research and innovation investments, and develop recommendations on ways to tie future investments to commercialization outcomes.

■ Use provincial and federal procurement to support commercialization and business development.

■ Expand and enhance small business venture capital program tax credits.

■ Target venture capital programs to help companies attract later-stage financing and accelerate business growth.

■ Provide commercialization and entrepreneurship support through the BC Innovation Council's entrepreneurship@ and mentorship programs.

■ Add $12 million per year into the Innovative Clean Energy Fund to encourage the development of new sources of clean energy and energy technologies.

■ Launch a new Energy Efficiency Building Strategy in 2013.

■ Increase adoption for the use of natural gas, clean electricity and hydrogen in the transportation sector.

■ Leverage federal funding to support smart grid, energy efficiency and clean energy research with remote and rural communities.

■ Continue the Pacific Carbon Trust's investment in technology projects that improve the efficiency of B.C. industries and use innovative B.C. technology.
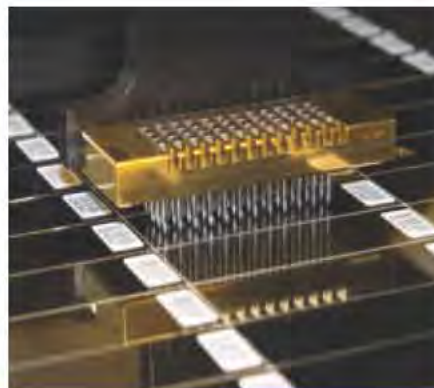
2 Build on regional strengths to create new opportunities

Actions:

- Introduce a B.C. commercialization voucher program to encourage qualified small and medium-sized enterprises to partner with B.C. public post-secondary institutions to accelerate commercialization of B.C. innovations.

- Facilitate the expansion and ongoing development of regional innovation networks.

- Advance utility programs to support the use of natural gas and clean electricity in transportation.

- Pursue new energy efficiency and clean energy opportunities in B.C.'s off-grid and end-of-line communities and market these technologies to the 1.6 billion people worldwide who do not have access to an electricity grid[21].

- Support First Nations to develop clean power supplies and community energy systems with the First Nations Clean Energy Business Fund.

- Use planned investments in public buildings across the province as opportunities to pilot commercial scale deployment of new B.C. technologies, and report on their success.

3 Develop talent for a knowledge-based economy

Actions:

- Work with the federal government to expand expedited immigration for skilled workers, entrepreneurs and researchers, and international post-secondary students completing their studies in Canada.

- Work in partnership with businesses and industry associations to meet workforce needs, building on work being done at the provincial regional workforce tables.

- Create new opportunities to build B.C. talent and deploy B.C. technology through B.C.'s Education Plan.

- Harmonize provincial commercialization and entrepreneurship programs to meet the needs of industry and post-secondary partners, and create sustainable programs that provide talent development in all *Jobs Plan* sectors.

4 Expand markets for British Columbia technology

Actions:

- Promote and market B.C. technology-based solutions, particularly in Asian markets, and attract foreign investment for innovative B.C. technology.

- Advance a new Productivity BC initiative to help small and medium-sized enterprises increase cost efficiencies, production scalability and business sustainability.

- Work with B.C. businesses to develop their capacity to leverage industrial regional benefits to commercialize and bring new technologies to market more quickly.

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Results

B.C.'s *Technology Strategy* will help create the conditions to allow the province's technology sector to increase its revenue, employment and global exports. The following performance measures and targets will be used to measure success[22]:

- High tech will account for at least 7.25 per cent of B.C.'s GDP by 2014.

- There will be more than 100,000 high-tech jobs in B.C. by 2014.

Footnotes

1 China Greentech Initiative, *The China Greentech Report 2011*, p.24

2 Baltic IT&T Review, *Global high-tech market is growing again* (2010): http://www.ebaltics.com/00905667?PHPSESSID=099 4c392d3310c17cfecf672e78d8533. Note: figure in Canadian dollars as of Feb. 21, 2012

3 Service exports, like many of those in the digital media or health sub-sectors, are more difficult to measure and are usually not captured in export numbers

4 Industry Canada, Trade Data Online: http://www.ic.gc.ca/eic/site/tdo-dcd.nsf/eng/home

5 British Columbia Technology Industry Association, *Labour Trends in the British Columbia Technology Sector* (February 2012), p.6

6 Core clean technology companies refers just to those directly creating new clean technologies or services, not including companies that use the technology or suppliers

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8 Analytica Advisors, *The 2011 Canadian Clean Technology Industry Report*, p.8

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10 GLOBE Advisors and The Center for Climate Strategies for Pacific Coast Collaborative, *The West Coast Clean Economy Report*, March 2012: http://www.pacific coastcollaborative.org/Documents/Reports%20and%20 Action%20Items/WCCE_Report_WEB_FINAL.pdf, p.8

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20 The Medica website, *Medical Industry Overview*: http://www.themedica.com/industry-overview.html

21 United Nations Millenium Project, *Energy Services for the Millenium Development Goals*, p.13

22 All targets developed from 2009 figures in the BC Stats *Profile of the British Columbia High Technology Sector 2010 Edition*

THE BC
JOBS PLAN

CANADA
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Ministry of
Jobs, Tourism
and Innovation

Pages 191 through 217 redacted for the following reasons:
- -
S. 12, S. 13