

Message from the Deputy Ministers responsible for the Economy Sector



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Technology is powerful enabler of economic development. The growing connectivity among smart devices is creating new business and service delivery models and allowing large numbers of people and organizations to access information, communicate and collaborate in very powerful ways. It also facilitates more effective development of policies and programs and the delivery of economic development services.

For the purposes of the Transformation and Technology Plan, the Economy Sector consists of the Ministries of Community, Sport and Cultural Development and Jobs, Tourism and Innovation. The Economy Sector brings together many of the major government levers for job creation and economic growth, including services supporting trade, technology and investment; tourism; labour market development; local government; and community development.

The Economy Sector 2012-13 Transformation and Technology Plan presents our vision for the transformation of our business services and the strategies we will employ to enhance service delivery in alignment with Gov 2.0 strategic shifts. We are committed to modernizing our services to investors, exporters, immigrants, tourists, arts and culture organizations, and local governments through strategies that ensure:

- Services that exceed the expectation of users because they are co-created with users;
- Integrated and responsive services that optimize the use of technology and staff; and
- Seamless access to quality, timely data/ information and services both online and in person.

We invite you to work with us to achieve our vision of responsive, relevant, easy to access services that stimulate job creation and investment that supports healthy, vibrant, sustainable communities.

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INTRODUCTION

The 2012-13 Transformation and Technology (T&T) Planning instructions require the Economy Sector to produce the following deliverables:

1. Provide one integrated plan for the Economy Sector that builds off a joint vision, including the connection of local governments¹ (municipalities) to the vision for jobs and the economy (e.g. vision, business context and strategies to transform the way government delivers its services, utilizes technology and shares information and data).
2. Alignment and action for the four priority corporate initiatives: Open Data, Open Information, Internet Strategy, and Leading Workplace Strategies.
3. Joint Ministry of Community, Sport and Cultural Development (CSCD) and Ministry of Jobs, Tourism and Innovation (JTI) deliverables:
 - a. contribute new data holdings to DataBC; and
 - b. a strategy to connect local governments (municipalities) to the vision for jobs and the economy (This is in addition to deliverable 1 above).
4. CSCD deliverables:
 - a. develop an initiative for citizen engagement on Gaming Grants and present the initiative to the Cabinet Committee on Open Government and Engagement;
 - b. develop a strategy to engage municipalities on expanding government's Open Data initiative to communities; and
 - c. develop a strategy to engage with municipalities and the Natural Resource Sector to create a definitive municipal boundary data set and make available through DataBC. This includes a plan for continued maintenance.
5. JTI deliverables:
 - a. inventory the Ministry's web presence and management framework and provide a strategy to rationalize web properties and render its web presence more citizen-centric and service-focused;
 - b. create a vision on connecting investment data and opportunities around B.C.; and

¹ The term "local government", which includes municipalities and regional districts, is used rather than "municipalities" which is the term actually used in the T&T instructions.

- c. develop a timeline to revise the Tourism web look-and-feel and migration to the government platform.

In the absence of an approved 2011-12 Economy Sector vision, business context and strategies, this document responds to the 2012-13 joint ministry-specific instruction to:

“Provide one integrated plan for the Economy Sector that builds off of a joint vision, including the connection of municipalities to the vision for jobs and the economy.”

This documents lays out how the Economy Sector will transform the way it deliver services to clients, stakeholders and the public, consistent with the government’s strategic shifts as set out in *Citizens at the Centre: Government 2.0*: citizen participation, self-service and business innovation.

- Part I provides the business context for the Economy Sector ministries.
- Part II outlines the Economy Sector T&T vision and transformation strategies.
- Part III provides a progress update on T&T initiatives already under way.
- Part IV describes the alignment between the government’s four corporate priorities and the Economy Sector’s T&T deliverables, including joint ministry deliverables and CSCD- and JTI-specific deliverables.

PART I BUSINESS CONTEXT

1.1 Who we are

For the purposes of the T&T Plan, the Economy Sector consists of the Ministries of Community, Sport and Cultural Development and Jobs, Tourism and Innovation. While the business operations and mandates of the two ministries are diverse, there are linkages with common stakeholders and business services.

Ministry of Community, Sport and Cultural Development (CSCD)

CSCD helps local governments and residents build vibrant, green and healthy communities that are great places to live, well-governed, economically-resilient, socially-responsible and full of opportunities for participation in sport and the arts and attractive to investors and workers.

The ministry makes four important contributions to the Economy Sector:

- It enhances the liveability of B.C. communities by providing policy and financial support for arts, culture and sports programs.
- It engages citizens in volunteerism and community services through the provision of gaming grants for human and social services.
- It supports jobs and cultural development by fostering collaborative creative industry partnerships, marketing the province as a motion picture production location, and by offering a full range of services and information resources for producers and production companies.
- It supports sustainable communities by providing a modern and empowering local government legislative and regulatory framework, assisting in effective incorporations and restructuring, fostering sustainable community and regional planning, facilitating partnerships between local governments other levels of government and First Nations, and supporting community investments in sustainable planning and infrastructure.

Ministry of Jobs, Tourism and Innovation (JTI)

JTI brings together many of the government's key economic development levers:

- rural and community development support, especially for communities in the north and those affected by mountain pine beetle and the downturn in the forest industry;
- labour market and immigration programs to support skills and career development of students, workers and immigrants;

- research, innovation and technology support to diversify the economy and advance high-growth, high-opportunity sectors;
- tourism development and marketing to attract domestic and international visitors in cooperation with provincial tourism partners;
- economic sector and competitive analyses and the advancement of B.C.'s interests with the federal government in international trade negotiations;
- trade and investment programs and services to assist B.C. in increasing exports, developing international partnerships, and attracting investment and marketing B.C.'s competitive advantages in key sectors and high-priority markets; and
- multiculturalism promotion to build anti-racism knowledge and capacity within communities.

Both ministries work to support the vibrant, sustainable, business-friendly communities that attract, grow and retain people, businesses and investment in all regions of B.C.

1.2 The Economic Environment

Global Influences

Since 2008, the global economic downturn has affected economic growth in British Columbia. As a small, open, resourced-based economy, British Columbia depends on the strength of international demand for its commodities and services, and the buying power of its largest international customers. While the province weathered the recent economic crisis relatively well, key international partners continue to struggle with large deficits and slowing economic growth. As global activity has weakened and structural fragilities have grown, particularly in Europe, British Columbia's economic future is becoming less dependent on U.S. and European markets and more oriented towards non-traditional markets in Asia.

In B.C. balanced budgets, debt reduction and competitive tax rates remain high priorities for the government. At the same time, projected growth rates are slowing and demographic shifts are impacting the growth of the labour force. These factors will continue to drive external programs to attract investment and highly-skilled labour while increasing the exports of goods and services.

Canada Starts Here: The BC Jobs Plan

In September 2011, Premier Christy Clark announced Canada Starts Here: The BC Jobs Plan to increase economic growth across the province. The Economy Sector ministries are central to the implementation of the BC Jobs Plan, which aims to “build upon our current fiscal and economic strengths to create an environment where growth and investment can flourish, delivering the best fiscal, economic and social platform for job creation and skills development for all British Columbians.” Though multiple parties,

including ministries, business, industry, non-governmental organizations and other stakeholders have a role to play in the successful implementation of the BC Jobs Plan it is the key initiative shaping the policy and program goals and objectives of the two Economy Sector ministries.

Local Governments and The BC Jobs Plan

Local governments have a key role to play in providing the services and creating the conditions needed to support vibrant, diverse and growing economies. This includes:

- creating complete, compact communities that provide a wide range of amenities and green space to attract and retain families and businesses;
- supporting and facilitating the arts, culture, recreational and sporting opportunities that are fundamental to attracting and retaining businesses, families and workers;
- using land use policy tools to support the creation of affordable housing for families;
- establishing tax rates and regulatory environments that encourage investment; and
- encouraging the sustainable development of available land and infrastructure needed to support business and community growth.

PART II VISION AND TRANSFORMATION STRATEGIES

2.1 The Economy Sector Vision

Leading governments, businesses, and organizations across the globe are capitalizing on the power of the web, using mobile applications and open source platforms to promote access to information, share technological solutions, engage in relationship-building with clients and build new markets. This second generation technological paradigm – commonly referred to as ‘2.0’ – is changing the nature of business and other transactions. People and their knowledge are increasingly interconnected, resulting in new forms of communication, information management, business models, service delivery and production.

Technological advances are also having a profound effect on public expectations with regard to information flows and services. Government tends to design and deliver services with little input from end users. Citizens, clients and stakeholders now expect a greater voice in the creation and delivery of services. Business, industry and stakeholders are demanding fundamental changes in their relationship with government in terms of:

- how they will interact with government;
- what services they will receive;

- how they will receive the services;
- what they will be consulted on;
- what information will be available to them; and
- use of technology.

In order to support the BC Jobs Plan, the Economy Sector must ensure that its services meet the needs of clients, stakeholders and the public and that the quality data and information held by the government is easily accessible and can be used to support investment, business development and community sustainability. The vision of the Economy Sector is:

Responsive, relevant, easy to access services that stimulate job creation and investment that support healthy, vibrant, sustainable communities

This vision reflects four fundamental business culture shifts within the Economy Sector to effectively serve our clients, stakeholders and the public:

From...	To...
Government designed and delivered services	Co-created and co-delivered services
Disconnected and dispersed services	Deeper, industry- and sector-based partnerships and cooperation
Disconnected and inconsistent information and data	Comprehensive and high quality data
Inconsistent ability to access information	Enhanced accessibility to information and services

These shifts are consistent with *Citizens at the Centre: Government 2.0*, which focuses on citizen participation, business innovation and self-service. The Economy Sector is embracing these shifts in business culture and technology and transforming the way it interacts and delivers its services to clients, stakeholders and citizens. The Economy Sector ministries envisage a new model for business and community services to drive economic growth and development, a model that puts clients and industry, local governments, business and community partners at the core of service design and delivery.

This model will deliver enhanced, user-friendly, self-service options to increase client, stakeholder and citizen satisfaction. It will engage people by ensuring that the economic data and information made available satisfies their needs, sparking innovation and new business transactions.

Resources in this new model will be leveraged within government and with external agencies and partners to target high-priority business development. This will be done with limited impact on service delivery in other areas, while identifying low-value services that can be discontinued.

This new model will require a highly engaged workforce with the technologies and tools to deliver business and community economic development services. The Economy Sector is preparing to create the workplace environment necessary to attract and retain the employees needed to successfully deliver on Government 2.0.

2.2 Economy Sector Transformation Strategies

The Economy Sector will develop this new model through three transformation strategies, all consistent with the strategic shifts of Government 2.0:

1. Services co-created with end users (supports citizen participation)
2. Integrated and responsive service provision that optimizes the use of technology and staff (supports business innovation)
3. Seamless public access to quality, timely data/ information and services both online and in person (supports self-service)

In each of the T&T Plan deliverables, these transformation strategies have guided analysis of the current state and future implementation and align with citizen participation, business innovation and self-service.

PART III CURRENT INITIATIVES

There are a number of initiatives currently under way across the Economy Sector that support the three transformation strategies. The following provides a brief overview of progress to date.

3.1 Services Co-created with End Users

- The development of the Climate Action Charter by CSCD is a partnership with local governments to take actions to reduce both corporate and community-wide emissions and create more compact, energy-efficient communities.
- CCSD is actively engaging citizens to assist in designing the Gaming Grants program.
- Engagement with local governments and the business sector has provided inputs for the design of the Municipal Auditor General Office, which will support transparency and openness of local governments.
- Successful integration of social media and social networking tools by the JTI has created co-marketing opportunities with clients, stakeholders and B.C. businesses to promote British Columbia's investment opportunities and high-quality exports in international markets.
- Surveying methodologies have augmented direct client feedback to identify business opportunities and new business services, particularly in Tourism.
- Webinars and other interactive options have been tested and found to be successful tools for virtual trade and investment missions, town halls, and training seminars to increase capacity for investment attraction, export development, and industry/business productivity.

3.2 Integrated and Responsive Service Provision

- The establishment of the Major Investment Office in JTI to direct the development and negotiation of major investment projects across British Columbia will provide enhanced levels of cross-government service to respond to specific investment, export, proponent or community economic development enquiries.
- Social networking tools such as Twitter, Facebook, blogs and YouTube have been deployed by JTI to respond directly to inquiries from investors, exporters, B.C. businesses and industry for business development in both domestic and international markets.
- BizPaL, the online Business Permits and Licences Application, shows how governments work together to respond to citizen demands for self-service and business innovation. BizPaL, now in more than 100 communities across B.C., saves clients time and money by making it easier and faster to identify the federal, provincial and local government permit and licence requirements they need to start and/or grow a business. BizPaL is available on mobile devices. This is a cross-

Canada partnership among three levels of government, breaking down barriers to doing business by providing a “whole of government” service approach.

3.3 Seamless Public Access

- CSCD is developing a Local Government Information System data base to modernize systems and deliver local government data and statistical information in a web- based format to improve self-service for the public and local governments.
- The Labour Market and Immigration Division of JTI has been advancing Gov 2.0 wins for the last three years. WelcomeBC.ca, launched in April 2008, completed the country’s first client segmentation research for newcomers and prospective immigrants. In the last 12 months, WelcomeBC.ca has directly assisted more than 500,000 clients by leveraging new technologies:
 - the country’s first mobile access for newcomers;
 - international micro-sites with geo-targeted redirects;
 - the province’s first “Ask the Expert” feature;
 - a new service map that has already been leveraged by the gov.bc.ca site and other ministries; and
 - the most comprehensive multilingual (11 languages) video guide in the country to support newcomer settlement (October 2011). This technological innovation, pursued to modernize information services, is matched with an unwavering dedication to enhance client services through WelcomeBC and the B.C. government. WelcomeBC’s commitment to responsive and intuitive online services has not only established it as an internationally recognizable brand, but has resulted in its recognition as a global best practice.
- JTI was a leading collaborator for the new gov.bc.ca site, providing visionary leadership in the development of the new Business and Investing tab. Staff in the ministry worked with a cross-government team to develop a web interface that provides business clients with simplified and streamlined access to information that is relevant to them. By breaking down silos to deliver a service-focused tool, citizens can now go to one main page and make more intuitive decisions about what they need to start or grow their business in British Columbia. The work that has been completed will enhance and support the Internet Strategy outlined in this document by bringing a cross-sector lens to ensure the focus remains on client needs and expectations.
- The Mobile Business Licence (MBL), also known as the Intercommunity Business Licence, reduces red tape by allowing mobile businesses (e.g. contractors and caterers) to operate in more than one municipality with just one licence, rather than obtaining non-resident permits in each municipality in which they operate.

MBL is a direct response to concerns raised by small business owners that the complexity of complying with the regulatory requirements imposed by federal, provincial and local governments is a barrier to doing business in B.C. It:

- reduces paperwork for municipalities,
 - increases compliance with municipal regulations,
 - cuts time and costs and simplifies expansion into new markets for small businesses, and
 - gives the public more choice of contractors and service providers.
- The Mobile Business Registry supports the MBL through a web-based system that will provide support for B.C. municipalities participating in mobile business licence agreements. It will enable municipalities to track and share business licence information with communities involved in a MBL agreement. It is designed for fast, easy user interaction and intuitive navigation and is available on mobile devices for law enforcement officers to access business licence information while on the road.
 - JTI's Tourism eMarketing team continues to be a key innovation driver. One current project is to develop an enhanced consumer website for both the North American and overseas markets. The new site includes technology improvements to better support global marketing and ease of access to information for consumers and local residents. Social media tools are being leveraged, including integration of accommodation reviews on HelloBC.com from TripAdvisor, which will provide consumers with traveller-to-traveller information in a relevant context. The technology upgrade and improved social media integration supports a new path-to-purchase model, where consumers use social media as a key influential step in the travel decision-making process.
 - To support the recently released Tourism Strategy *Gaining the Edge*, Tourism is working on a mobile strategy for its consumer websites, including a refresh of its iPhone app (Near Me BC) and the launch of a mobile consumer website in 2012. This advanced online marketing system gives the province's tourism industry a competitive advantage in the global tourism market.
 - The BC Energy Map, a collaboration between JTI and the Ministry of Energy and Mines, makes renewable energy information in British Columbia more easily accessible and understandable. The map, currently in development, will allow users to overlay strategic land use information such as energy project Crown tenures, mountain pine beetle salvage areas and local government boundaries. It will also provide an approximation of potential for solar energy generation, wind, geothermal, biomass, run-of-river and ocean/tide/wave projects. Clients can plan and prioritize project locations by checking potential site proximity to key infrastructure such as transmission lines, and print or email individualized reports to collaborate and plan with key stakeholders.

PART IV ALIGNMENT AND ACTION FOR THE FOUR PRIORITY CORPORATE INITIATIVES

4.1 Contributions to Open Government

The following actions provide support for the Economy Sector T&T transformation strategies to deliver on Government 2.0 priorities. Full reports are appended.

4.1.1 Open Data

Appendix 1 contains the Economy Sector Open Data submission and responds to the Joint CSCD and JTI deliverables to contribute new data holdings to DataBC. The Open Data report includes:

- ✓ Open Data templates with an inventory of data for CSCD and JTI
- ✓ A plan to rationalize and prioritize data holdings, including criteria for rationalization
- ✓ A data management strategy to open up and make data available for publishing to the DataBC catalogue
- ✓ Recommendations for 12-30 new data holdings to contribute to DataBC.

Information is a strategic asset that must be shared to stimulate economic development. It has a significant role in attracting investment and facilitating exports, small business and industry development, and ensuring that B.C. communities are desirable, welcoming and ready for investment.

By opening up government data and providing broader access across government as well as to citizens, businesses, and non-profit organizations, data sets can be leveraged for new and sometimes unexpected solutions to support policy and program development. This helps drive business innovation and provides an enhanced level of self-service for clients and stakeholders engaged in economic development activities.

To fulfill the T&T Plan requirements to open up data, the Economy Sector will:

1. establish a management structure for Open Data that will also serve Open Information;
2. ensure Open Data training is available for all ministry staff;
3. utilize criteria for rationalization and prioritization of data for publishing to DataBC;
4. review existing data holdings against criteria to identify potential data sets to be published to DataBC;
5. identify and process data sets for early release; and
6. manage data on an ongoing basis according to the established management structure and policy.

The Open Data submission supports the Economy Sector transformation strategies by:

- enabling seamless, public access to data for new and innovative uses;
- developing more focused, coordinated cross-government partnerships to ensure strategic data releases; and
- providing more comprehensive and high quality data to support investment attraction, export development and industry and community economic development.

4.1.2 Open Information

Appendix 2 contains the Economy Sector Open Information submission including:

- ✓ Open Information templates for CSCD and JTI
- ✓ Information about the routine release of information and information released in response to access requests made under FOIPPA
- ✓ A plan for information, specific to the sector, that can be routinely released in the future.

Information plays a critical role in how policies, trade, investment and economic development are targeted to ensure British Columbia remains competitive in the global market. Opening up the availability and improving access to information essential for economic decision-making will contribute to business innovation and enhanced services (including self-service) for small businesses, exporters, and potential investors. It will also help ensure that communities are investment-ready.

The Economy Sector already releases a considerable amount of information, and a management plan has been developed. The submission includes:

1. The Open Information template that provides an overview of current information being released by JTI and CSCD.
2. Information holdings that could contribute to Open Data holdings.
3. Recommendations for information that could be routinely released and posted publicly.
4. A future routine release of information process to support Economy Sector business objectives with a long-term management framework under the Executive sponsorship of the Deputy Minister, as directed under the Open Information Policy.
5. Engagement strategies with clients and citizens and users of information to better define information and data needs, ensure access can be better met and improve service delivery.

The Open Information submission supports the Economy Sector transformation strategies by:

- Encouraging more focused, coordinated cross-government partnerships to ensure high value information for competitive analysis and economic decision-making;
- deeper, industry and sector-based partnerships to improve access to high quality information to meet business development and investment needs;
- providing more comprehensive and high-value information to support investment attraction, export development and industry and community economic development; and
- enabling improved accessibility of both information and service options.

4.1.3 Internet Strategy

The Internet Strategy can be found in Appendix 3 and includes:

- ✓ Internet templates for CSCD and JTI detailing fundamental information about the sector's web properties and their management
- ✓ An internet strategy articulating a 12-16 month approach to establish a more citizen-centric and service-focused web presence
- ✓ A web-governance structure, establishing an Executive lead to implement the Internet Strategy.

Clients, stakeholders and citizens expect public sector websites to offer the same high level of service they enjoy from leading private sector organizations. The Economy Sector's web presence is no longer effective, reflecting administrative silos that do not interact, a fractured approach to service delivery and tools that lack the capacity to meet the needs of the BC Jobs Plan. To meet these expectations, the Sector's web sites must become targeted, personalized, responsive and efficient. They should seamlessly provide options to link clients from one bundle of information to the next, answering each question on their online journey, and allowing clients to self-direct where that journey will take them.

In order to support the BC Jobs Plan, maximizing its ability to attract investment, facilitate exports, develop industries and grow the economy, the Economy Sector will use technology to better streamline and support business services, lowering costs and creating new economic opportunities. It will do this through four online initiatives, each designed to facilitate seamless access for clients, stakeholders and citizens.

1. Identify common audiences and approaches to service delivery: The sector will move from simple websites to online service delivery, leveraging existing tools to support deeper business online services for clients.

2. Collaborate and form new partnerships: Rationalize out-dated web properties and coordinate tools/information development between the remaining properties to ensure consistent online services.
3. Improve client access: Cross-syndicate the Sector's web properties to ensure clients can move seamlessly from one online environment to the next to collect pertinent client-focussed services from diverse portfolios in a single journey.
4. Share resources (technology and intelligence): Share resources to develop new tools targeting information supports to enhance the BC Jobs Plan.

A governance model for the Internet Strategy will support these transformations and drive the design, development, rationalization of existing web properties, as well as implementation of new web products. The governance model will oversee four pilot projects:

- Rationalization of non-performing web portfolios
- Client segmentation research to identify audiences and research user needs
- Cross-syndicate content and tools to develop a multi-channel, cross-sectoral approach to integrate internet and mobile websites, online marketing campaigns, enhanced social media tools and conventional sources of information (front counters, phones, marketing collateral and public awareness campaigns)
- Shared server space

The Internet Strategy supports the Economy Sector transformations by:

- enabling a strategic shift from inconsistent ability to acquire information about economic development opportunities to seamless access to information, data and services;
- enhancing the ability to understand what services clients are looking for through client segmentation;
- integrated and responsive service provision that optimizes the use of technology and more focused, coordinated cross-government services; and
- deeper, industry- and sector-based partnerships and cooperation.

4.1.4 Leading Workplace Strategies

The Economy Sector Leading Workplace Strategies (LWS) can be found in Appendix 4. It includes:

- ✓ Strategies/initiatives that will (in the next three fiscal years) result in more effective use of ministry/sector real-estate portfolio through supporting non-territorial workspace and telework opportunities, enabling the workforce to be mobile, flexible and support LWS work-styles
- ✓ An outline of how LWS strategies will assist in achieving the ministry/sector's transformation vision and business strategies
- ✓ The current composition of employees in the ministry/sector and a strategy over the next year detailing how the ministry/sector will change as strategies are implemented.

Based on available data sets and the current composition of employees in the sector, a proposed phased approach to implement LWS has been completed. The primary focus is to establish cultural readiness for changing the way we work, and providing the skills and tools needed to support a more mobile and flexible workforce.

1. Phase/Year 1 – Visioning, Organizational Alignment, Data Collection and Building Culture
 - a. Establish the foundation for meeting the Economy Sector vision of transformative business services and establish the need for change;
 - b. Understand the current state in order to identify opportunities for potential change that support business transformation and vision;
 - c. Establish the scope and focus of potential change and how LWS can support improvements;
 - d. Develop and support change management to establish new management culture; and
 - e. Identify pilot/behaviour-ready work units or locations.
2. Phase 2 Year1 & 2 – Supporting Non-Capital Pilots/Behaviour Modeling
 - a. Support change management to establish new management culture/behaviours; and
 - b. Ongoing assessment.
3. Phase 3 – Staggered Implementation/Expansion of LWS Pilots/Behaviour Modelling
 - a. Identify schedule for expansion of LWS implementation.

The LWS supports the Economy Sector transformation strategies by:

- providing a framework around which ministries will build a work environment and culture that embraces workforce mobility;
- enabling employees to approach their work with greater flexibility; and
- enhancing responsive service provision by optimizing the use of technology and staff.

4.2 Ministry Specific Instructions - CSCD and JTI Joint Deliverables

- ✓ Contribute new data holdings to DataBC
- ✓ Provide one integrated plan for the Economy Sector that builds off a joint vision, including the connection of local governments (municipalities) to the vision for jobs and the economy

4.2.1 Contribute New Data Holdings to DataBC

Both ministries in the Economy Sector are required to contribute new data holdings to DataBC. Most data sets and information identified in Open Data and Open Information inventories require a detailed analysis to determine whether they are candidates for publishing on DataBC. Criteria for these analyses are described in detail in the Open Data and Open Information submissions. However, 31 data sets have been identified for potential early release and can be found in Appendix 5.

A complete evaluation of the data sets will be required before final determination of their suitability for publication can be made. However, the Economy Sector is targeting 12 data sets for DataBC by March 31, 2012. In addition, the Economy Sector will review information holdings to identify data sets currently embedded in reports or other documents that could be of value to stakeholders and citizens.

4.2.2 Framework to Engage Local Governments in The BC Jobs Plan

To implement and achieve the BC Jobs Plan, the Economy Sector will build on initiatives currently under way and explore opportunities to develop and promote new initiatives. These efforts will support increased citizen participation, business innovation for local government programs and facilitate the Economy Sector transformation strategies. This deliverable can be found in Appendix 6.

To accelerate local government action to support economic development in B.C., CSCD and JTI are proposing an integrated three-point framework to engage local governments in the BC Jobs Plan:

1. Securing local government buy-in and identifying opportunities to advance the BC Jobs Plan;
2. Advancing specific project opportunities, removing barriers and building capacity, including:
 - working with communities and businesses to create Investment Attraction Strategies for each region of the province; and
 - working with communities to build their capacity to respond to and act on investment inquiries.
3. Identifying and sharing best practices, and acknowledging and promoting local government leadership.

The framework includes supports the Economy Sector transformation strategies through:

- user-designed services, including an Investment Attraction strategy development for all regions of the province;
- seamless access through improved web strategies to Investment Readiness Toolkits and webinars for economic development capacity-building;
- engagement with local governments in the identification of project opportunities and barriers to economic development;
- collaboration with local governments, economic development commissions and others to support innovation at the local government level to attract investment and advance the BC Jobs Plan; and
- enabling investors to access the online information they need to make investment decisions, e.g. comparative local government tax rates.

4.3 CSCD Specific Instructions

- ✓ Develop an initiative for citizen engagement on Gaming Grants and present the initiative to the Cabinet Committee on Open Government and Engagement
- ✓ Develop a strategy to engage municipalities to expand Open Data to communities
- ✓ Develop a strategy to engage with municipalities and the natural resource sector to create and share a definitive municipal boundary data set through DataBC, including a maintenance plan.

4.3.1 Citizen Engagement on Gaming Grants

The Gaming Grant review was completed and received by Minister Ida Chong on October 31, 2011. A description of the gaming grant review process is contained in Appendix 7.

4.3.2 Strategy to Engage Municipalities on Expanding Government's Open Data Initiative to Communities

Appendix 8 provides a strategy to engage local governments on opening their data. It includes a three - point proposal consisting of:

1. engaging and building local government support for opening up data;
2. facilitating and leverage partnerships to advance local government action to open up data;
and
3. facilitating the development of tools and best practices to support open data.

The strategy includes exploring opportunities for a common platform and data licensing agreements. It is predicated on a strong engagement with local governments, other partners and stakeholders, including the Municipal Information System Association. Key to the success of the strategy will be working with successful early adopters such as Vancouver, Nanaimo, North Cowichan and Surrey. Proposed activities include the development of an Open Data Toolkit, workshops, and webinars.

The strategy supports the following transformations in the Economy Sector:

- Transparency and citizen participation is enhanced by making local government data openly available and readily accessible.
- Citizen participation, self service and accessibility are improved through the use of a “single window” for local government open data, should a common platform be developed;
- Improved self-service by enabling business and citizens to create value from open data by repurposing information and creating potential to develop new applications;
- Existing partnerships are fostered and leveraged to achieve common open data interests and objectives and identify opportunities for further business innovation; and
- Local government and employee and stakeholder productivity is improved through ease of access and ability to share data.

4.3.3 Strategy to Engage Local Governments and the Natural Resource Sector to Create a Definitive Municipal Boundary Data Set

The Ministry of Community, Sport and Cultural Development (CSCD) has statutory responsibility to define and maintain the jurisdictional boundaries of all local governments in B.C. It is working with GeoBC to digitize all local government boundary maps. At the current rate of conversion, however, production of a definitive digital boundary set would take 25 years. A strategy has been developed that would complete the process within five years.

Making the boundary set available through DataBC will provide the public, private sector and others with a definitive, credible and reliable local government boundary data set, providing valuable for investment and land use decisions. It will also support citizen self-service, enhance accessibility and lead to new economic opportunities for the private sector and others to create new value from the data. Appendix 9 provides the full submission for this deliverable.

This project supports the Economy Sector transformation strategies by:

- saving citizens time and providing data for decision-making;
- providing accurate verified data that can be shared through open data initiatives;

- enabling users to create new value from the data sets;
- providing the foundation for online B.C. community interactive maps (BC iMaps);
- enabling existing public local government data to be organized and displayed spatially;
- enhancing the public and stakeholder's use of existing online systems;
- improving employee and stakeholder productivity;
- enabling spatial capacity for the ministry's Local Government Information System Phase 3; and
- increasing employee mobility by making accurate data available outside physical storage spaces.

4.4 JTI Specific Instructions

- ✓ Inventory the Ministry's web presence and management framework and provide a strategy to rationalize web properties and render its web presence more citizen-centric and service-focused
- ✓ Create a vision on connecting investment data and opportunities around B.C.
- ✓ Develop a timeline revising the Tourism web look-and-feel and migration to the government platform.

4.4.1 Rationalize Web Properties

Appendix 10 is an extract from the Internet Strategy (Appendix 3) which articulates how JTI will rationalize its web properties and render its web presence more citizen-centric and service-focused.

4.4.2 Connecting Investment Data and Opportunities Around B.C.

Clients, proponents and international investors require a wide spectrum of integrated information in order to make informed decisions on how and where to invest. This includes information about provincial land tenure data, legal encumbrances, regional and municipal zoning, results of First Nations negotiations, regional and local labour market assets, and existing community infrastructure. British Columbia is a world leader in collecting and managing spatial data, and new open data initiatives are making previously inaccessible data publicly available. But because this wealth of spatial data is not packaged in an integrated way that is easily understood and accessible, existing web-based mapping applications cannot fully capitalize on this wealth of spatial data. This makes it extremely difficult for an investor to evaluate investment opportunities or readily collect the information they require to develop a business case or analyze an economic opportunity.

JTI is working collaboratively with the Natural Resource (NR) Sector and the Ministry of Labour, Citizens' Services and Open Government to develop a new web-based application to integrate economic and natural resource data and information in a user-friendly geo-spatial tool. This application, referred to as

the BC Opportunities Map (BCOMP), will be an online source of data and a strategic opportunity to collaborate across government, providing clients and users with a “whole of government” solution to make and act on investment decisions in British Columbia. Appendix 11 provides the full submission for this deliverable.

The project supports the Economy Sector transformation strategies by providing:

- an online source of data for clients and enhanced cross-government collaboration to better serve clients, creating a coordinated strategy and solution for joint-service delivery;
- broader government-wide approach to understanding the services and information needs clients seek when making investment decisions in B.C.;
- the governance and collaborative foundations that support coordinating activities more efficiently in the future; and
- consistency in the data presented, building credibility with clients and stakeholders and providing a service accessible online from anywhere in the world.

4.4.3 Timeline for Revising the Tourism Web Look-and-Feel and Migration to the Government Platform

S13

S13 Approval from Office of the Chief Information Officer (OCIO) confirms that hosting migration will commence in 2013 and is scheduled to be concluded no later than March 31, 2014. Appendix 12 provides the documentation for this deliverable.