

Ministry of Jobs, Economic Recovery and Innovation
Ministry Transition Binder 2022

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MINISTRY PROFILE

Ministry:

The Ministry of Jobs, Economic Recovery and Innovation is working to make life better for people by building an inclusive, sustainable, and innovative economy that works for all British Columbians.

The Ministry is accountable for the implementation of StrongerBC: A plan for today, a vision for tomorrow – British Columbia's guide to economic prosperity through inclusive and clean growth.

The Ministry supports First Nations and Indigenous peoples, small businesses and communities with economic development activities, economic diversification, job creation and strategic investments to ensure everyone in British Columbia benefits from economic growth.

Ministry Mandate:

The Ministry delivers programs and services that leverage British Columbia's natural advantages to drive clean and inclusive economic growth.

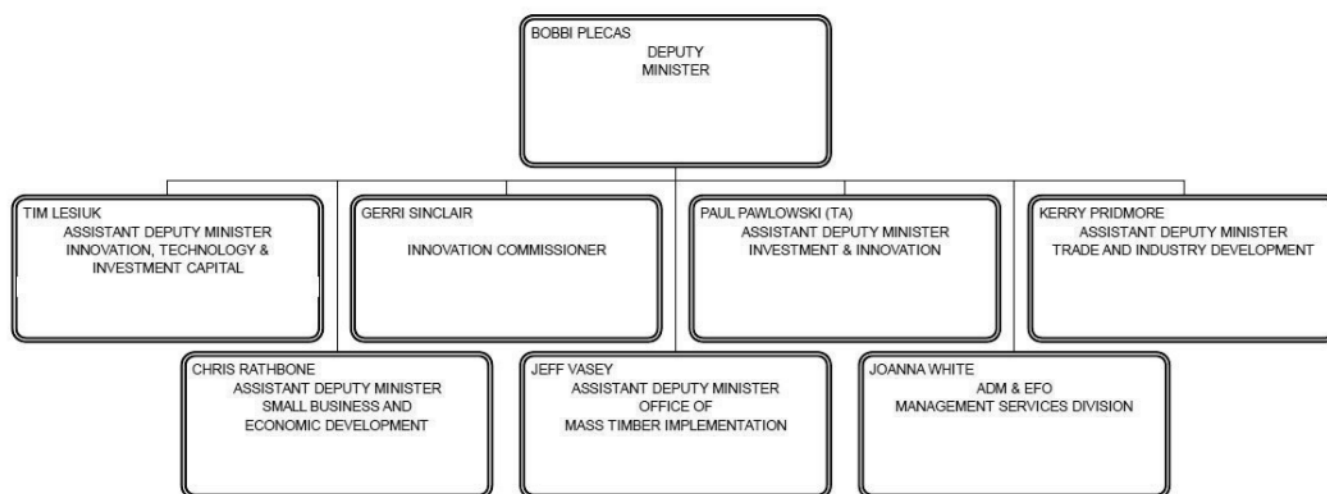
Its priorities include encouraging business start-up and growth through innovation and adoption of new technologies, supporting emerging opportunities in areas like manufacturing, maritime industries, life sciences and mass timber. In addition, the Ministry will build on British Columbia's competitive advantages through the development of an Environmental, Social and Governance (ESG) Centre of Excellence. The Ministry also promotes trade and investment, positioning B.C. as a global exporter of low-carbon goods and services.

The Ministry has an oversight role for three Crown agencies: Forestry Innovation Investment Ltd., InBC Investment Corporation and Innovate BC.

Full Time Equivalents (FTEs):

Average FTE burn for the period April 1-June 30, 2022 is 280 FTEs

Executive Organizational Chart:



Budget:

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
Trade and Industry Development	25,903	28,379	28,379	28,379
Small Business and Economic Development	7,454	7,454	7,454	7,454
Investment and Innovation	12,063	13,029	13,129	13,129
Transfers to Crown Corporations and Agencies	25,640	25,640	25,640	25,640
Executive and Support Services	8,020	8,533	8,550	8,550
Northern Development Fund	500	500	500	500
Total	79,580	83,535	83,652	83,652
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	1	3	3	3
Total	1	3	3	3

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 *Estimates*.

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
1. Support people and businesses in the recovery from the COVID-19 pandemic by continuing to deliver initiatives that will directly support small businesses and build an inclusive economic recovery across B.C.	DMO			<ul style="list-style-type: none"> • Worked in collaboration with Small Business BC and the federal government to establish the BC Business COVID Support Service, providing businesses with information and advice on how to access support throughout the pandemic. As of January 19, 2022, more than 48,715 businesses were provided direct support through phone, email and chat. The website received almost 1.5 million page views during that same period. • Provided support, in partnership with the federal government, for an enhanced BC Marketplace Platform launched by Small Business BC. By June 30, 2021, the platform, which supports businesses to shift their business models to online, was hosting over 3,300 businesses from all regions in the province, receiving over 20,000 monthly page views. The program itself has just over 4,200 users as of August 31, 2022. • Providing ongoing support to help businesses to start, grow and exit through the delivery of a suite of core Small Business BC (SBBC) services and a dedicated COVID-19 SBBC business support team. • Carried out consultation with businesses on a regular basis including developing/implementing the COVID-19 Industry Engagement Table and organizing virtual meetings of the Small Business Roundtable. • Bill 33 introduced on October 6, 2022, to allow a permanent fee cap that limits the fees large service delivery companies (i.e., Uber Eats and Door Dash) can charge to restaurants for a base level of service to no more than 20% of the dollar value of an order. In addition, the legislation protects drivers' rights.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				<ul style="list-style-type: none"> As part of the StrongerBC Economic Plan, the Small Business Diversity and Inclusion Action Plan is under development, to deliver support to underrepresented small business owners. Invested over \$500M in business grants for both short-term relief (Circuit Breaker Grant: almost \$89M to 9,813 businesses supporting over 200,000 staff) and medium-term recovery (Small and Medium Sized Business Recovery Grant: over \$437M to 22,618 businesses supporting almost 190,000 staff; \$21.6M in funding to 1,266 Professional Service Providers, like CPA's and bookkeepers to help 19,000 businesses gather documentation and develop recovery plans). Delivered almost \$5M short-term COVID-19 Closure Relief Grant to businesses closed by the December 22, 2021, PHO orders. Applications were open until February 28, 2022, and helped up to 1,042 businesses. Invested more than \$44M to build digital marketing skills in businesses and help businesses cover the costs of adopting e-commerce solutions. More than 8,500 companies have accessed these programs. 3,000 businesses have completed digital marketing training while nearly 500 businesses have already received a launch online grant. 2,000+ applications are under adjudication. Invested \$7.5M to support promising agritech partnerships that will help to grow B.C.'s food supply. 21 companies received grants <ul style="list-style-type: none"> \$16M was available through the B.C. Supply Chain Resiliency and Value-Added Manufacturing project which funded 68 projects, including \$6 million through the Supply

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Minister Ravi Kahlon Mandate letter				
				<p>Chain Resiliency Grant program and \$10M was available through the Accelerating Manufacturing Scale-Up Grant program. This project helps manufacturing businesses accelerate innovation, strengthen critical supply chains, and create new, sustainable economic opportunities.</p> <ul style="list-style-type: none"> ○ The \$7.5M Agritech Grant Program supported 21 companies with grants of up to \$500,000 – these companies will be able to continue to grow and generate new employment; all companies are already employing at least 10 people in B.C. with the potential to grow jobs/revenues. ○ Worked with the Southern Interior Development Initiative Trust Regions Regulation to include the Regional District of East Kootenay; this allows local governments, businesses, and non-profits in the Regional District of East Kootenay to formally access financing and funding opportunities for economic development from the Economic Trust of the Southern Interior (ETSI-BC) and in accordance with the ETSI-BC's governing legislation. ● Investing \$1.231M as part of the StrongerBC Economic Plan to support the launch of the BC Assembly of First Nations' Centre of Excellence in First Nations Economic Development. The centre will provide tools and resources needed for economic development and increase the capacity of First Nations in B.C. to advance their priorities in an inclusive economy.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
2. Work across ministries to lead the development and coordinate implementation of an industrial and manufacturing strategy that generates cleaner, more innovative, value added economic activity across B.C., while supporting our commitments to reconciliation and CleanBC.	TIDD			<ul style="list-style-type: none"> • Advice/Recommendations; Cabinet Confidences • The Industrial and Manufacturing Strategy includes collaborative work across government and with business stakeholders to identify specific strategic areas and activities to enhance the capability and capacity for B.C. manufacturing to add value to resources, unlock future opportunity through innovation, and enhance sustainability and resiliency. • The Strategy will build off StrongerBC's \$16M B.C. Supply Chain Resiliency and Value-Added Manufacturing project, which awarded \$6M in grants to 24 recipients under the Supply Chain Resiliency program and will awarded 41 grants up to \$250,000 per company project, or \$500,000 per collaboration as part of the Accelerating Manufacturing Grant program. • Staff have initiated research and analysis for the strategy, including the recently completed Price Waterhouse Cooper Strategic Supply Chain Study, and will be conducting additional stakeholder engagement, in collaboration with other ministries. • The strategy will outline a path forward to support the province's manufacturing industries to generate cleaner, more innovative, value-added economic activity across B.C.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
3. With support from the Minister of Energy, Mines and Low Carbon Innovation, boost B.C. as a global exporter of climate solutions by investing in B.C.-based carbon capture and storage and other low carbon technologies.	IID	ITIC, TIDD	EMLI	<p><u>Centre for Innovation and Clean Energy (CICE)</u></p> <ul style="list-style-type: none"> JERI staff led the project team consisting of EMLI, ENV and Legal Services staff to establish CICE. The Province had committed to establish CICE in the StrongerBC plan, Minister Ralston's Mandate Letter and Budget 2021. CICE was incorporated in late October 2021 and issued its first call for projects in January 2022. <p><u>BC Hydrogen Task Force</u></p> <ul style="list-style-type: none"> JERI and EMLI are collaborating on a Hydrogen Office to support B.C. hydrogen sector development. <p><u>CleanBC Roadmap to 2030 (RM)</u></p> <ul style="list-style-type: none"> JERI staff participate on a carbon capture and storage working group led by ENV and EMLI. JERI staff participated on evaluation panels for CleanBC grant programs for businesses administered by other ministries. <p><u>Export Development</u></p> <ul style="list-style-type: none"> B.C. and Osaka Prefecture renewed an MOU on Cooperation in Clean Technology. In collaboration with Osaka, organized webinars showcasing B.C.'s strengths in clean technologies, with testimonials from hydrogen fuel cell companies that operate in B.C. on cluster strengths and innovation in B.C.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				<ul style="list-style-type: none"> Through a dedicated Cleantech Manager and the network of trade representatives in 16 countries, support innovators in the hydrogen fuel cell economy and other GHG-reducing cleantech industries to access international business opportunities, including: <ul style="list-style-type: none"> Organizing a virtual B.C. trade mission to Singapore International Water Week in June 2021; Supporting B.C. companies attending two hydrogen related trade shows in South Korea; Coordinated an in-person B.C. booth at the UNDP Hydrogen Conference & Fuel Cell Technology Exhibition in Foshan, China in December 2021.
4. Support the work of the Minister of State for Trade on special projects to support economic development, trade and innovation in areas such as B.C.'s shipbuilding sector, aerospace and forest sector innovation.	TIDD			Please see entry #2 under Minister Chow's section
5. Support B.C. shipyards to build capacity and become increasingly competitive with investments to support more	TIDD			<ul style="list-style-type: none"> The ministry will work collaboratively with maritime industries to develop strategic actions that support a provincial shipbuilding strategy for B.C. shipbuilding, refit, repair, and maintenance supporting B.C.'s coastal communities that builds on existing strengths, identifies and expands emerging opportunities, and supports economic growth.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
shipbuilding, refit, repair, and maintenance here in B.C.				<ul style="list-style-type: none"> The strategy will leverage the generational 'National Shipbuilding Strategy' opportunity in support of sustainable vessel construction on the west coast - i.e., Major projects such as the Canadian Coast Guard Polar Icebreaker construction; and be aligned with the Industrial and Manufacturing Strategy to add value to resources, unlock future opportunity through innovation, and to enhance sustainability and resiliency. Cabinet Confidences
6. Capitalize on the potential of B.C.'s aerospace industry by expanding support for B.C. companies to integrate into global supply chains and access new markets.	TIDD			<ul style="list-style-type: none"> Ministry staff and our international offices deliver in-market programs to support B.C.'s aerospace companies. The focus is on promoting the B.C. sector and facilitating opportunities for our companies to learn, build industry contacts, and explore supply chain partnerships in-market. The Ministry is a partner and helps to organize the annual BC Export Awards, which recognizes B.C. companies for their successful international efforts. Has included awarding B.C. Aerospace companies such as Abbotsford's Conair Group in 2020 and Penticton's HNZ Topflight in 2021. Ministry staff engage with companies in the sector to provide advice and assistance with business activities during the pandemic and guidance on navigating international travel restrictions while maintaining export activities. MRK and MGC and ministry executives have met with a roundtable of aerospace industry executives to learn of issues and challenges

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				<p>in the sector and how government might be best to help navigate such challenges and support opportunities.</p> <ul style="list-style-type: none"> • Aerospace Industry Association of BC was a successful recipient as part of the Supply Chain Resiliency Grant Program. • Ministry staff and B.C.'s Trade & Investment Representatives in China planned and delivered a B.C. presence at Zhuhai China Airshow September 28-30, 2021. Eight B.C. companies participated in the event. • MRK participated in the Abbotsford Aerospace, Defence and Security Expo (ADSE) on September 16, 2021, through a virtual panel where he and other Western Provincial Economic Development Ministers (Alberta & Manitoba) addressed the topic: "Western Provincial Economic Outlook and Opportunities for Aerospace". • MGC participated in a virtual forum hosted by the World Trade Centre Vancouver in partnership with the Consulate General of Mexico in Vancouver and JERI, with the support of the Ministry of Foreign Affairs in Mexico, the Mexican Aerospace Industry Federation, and the British Columbia Aviation Council on July 20, 2021. Minister Chow offered opening remarks and spoke on the current economic situation in B.C. • MGC supported Cascade Aerospace during an incoming mission of 7 representatives of the Philippine Ministry of Defence and Philippine Airforce in June 2021. ^{Business Information} <p>Business Information</p>

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				<p>Business Information</p> <ul style="list-style-type: none"> Both MRK and MGC visited Cascade Aerospace (Abbotsford) in September 2021 to discuss ITB obligations, export supports and skills training with Kevin Lemke (EVP & COO of Cascade Aerospace). Amandeep Kaler, (Avcorp Group CEO) hosted a plant tour for MRK of the Delta Avcorp facilities in August 2021. Topics discussed included were the status / additional information regarding B.C. government education and training grants and Jobs and Economic Recovery Grants and how they might apply to Avcorp. MRK met with Mike Mueller, President & Chief Executive Officer, Aerospace Industries Association of Canada (AIAC) and Mr. Amandeep Kaler, Avcorp Group CEO and Vice Chair, AIAC on January 6, 2022. Topics of discussion included COVID/ Industry response, National Aerospace Strategy and ADSE 2022 Through the Supply Chain Resiliency Grant project, the Aerospace Industry Association of Canada (AIAC) prepared a report March 31, 2022, that: <ul style="list-style-type: none"> Analyzed and documented the current B.C. aerospace manufacturing supply chain and capabilities to identify strengths, barriers to growth and emerging opportunities; Created an actionable short-term and long-term plan to address barriers to growth and respond to opportunities to

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				strengthen the B.C. aerospace cluster; and <ul style="list-style-type: none"> ○ Implemented the plan and executed on near-term action items.
7. Launch a strategic investment fund to support our government's objective of building a more innovative low-carbon economy by investing in high-potential B.C. businesses to help them scale up and grow here.				<ul style="list-style-type: none"> • InBC officially launched on April 27, 2021, with the First Reading of Bill 5, the <i>InBC Investment Corp. Act</i>. • The Bill received assent on May 20, 2021, establishing InBC as a legislated Crown Corporation and a \$500M strategic investment (funded through a Fiscal Agency Loan) with a triple bottom line mandate to invest in funds and ventures that generate financial returns and achieve social, economic and environmental returns for the people of British Columbia. https://www.inbcinvestment.ca/ • CEO Jill Earthy appointed December 2, 2021. • Chief Investment Officer Leah Nguyen appointed February 28, 2022. • Cabinet Confidences <ul style="list-style-type: none"> • In October 2022, InBC announced they were “open for business”. First investments will be made in fall 2022 to other investment funds. Direct investment in BC companies anticipated in early 2023.
8. Lead the Office of Mass Timber Implementation and, with support from the Minister of Forests, advance the mass timber action plan.	OMTI	TIDD		<ul style="list-style-type: none"> • The Mass Timber Action Plan was released publicly in April 2022. Since the Action Plan’s release, it has been garnering international recognition, including at the recent Advancing Mass Timber 2022 Conference in Boston. • There are three planks of the Mass Timber Action Plan: <ul style="list-style-type: none"> ○ Develop Mass Timber as an innovative economic sector; ○ Maximize Mass Timber’s benefit for people; and

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				<ul style="list-style-type: none"> ○ Support a more sustainable low carbon future. • The Action Plan is the roadmap for a multi-year work plan for systemic change, bringing mass timber construction from niche to mainstream. • The Mass Timber Advisory Council was developed as a strategic discussion forum to provide advice and guidance on the Province's Mass Timber Action Plan. <ul style="list-style-type: none"> ○ Chaired by the Honourable George Chow, Minister of State for Trade. It consists of 16 B.C.-based, thought leaders from local government, First Nations, engineering, architecture, development, research, and forest product manufacturing. • Since 2020 the Province has invested over \$13M in research, construction demonstration projects, education and manufacturing efficiencies to accelerate the use of mass timber in B.C. including: <ul style="list-style-type: none"> ○ \$3.39M has been invested in research. To date, 55 research projects have been completed or are underway, including advances in pre-fabrication manufacturing. ○ \$4.49M has been invested in education, manufacturing, and communications, including new BCIT programs and curriculum on mass timber and a well-subscribed micro-credential program. ○ FII and JERI have allocated \$5.679M to date with \$5.37M awarded to Mass Timber Demonstration Program projects. • In addition, the Province continues to invest directly in mass timber through capital projects using the Environmental and Social Governance Framework for capital buildings (ESGFC). <ul style="list-style-type: none"> ○ The ESGFC includes four priorities that must be considered for all new capital projects: labour objectives, CleanBC objectives,

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Minister Ravi Kahlon Mandate letter				
				<p>providing new childcare spaces, and construction with mass timber.</p> <ul style="list-style-type: none"> The Minister led a European mission to the United Kingdom and Finland and Ireland to made connections, explored trade opportunities, and furthered mass timber opportunities for B.C., and to sign a letter of intent with Finland for joint mass timber policy development. OMTI has scheduled technical follow up meetings with these countries and will be attending the International Mass Timber Conference (Holzbau Forum) in Innsbruck to expand networks. To actively explore opportunities to advance trade and investment in this sector, Minister Kahlon attended the annual International Mass Timber Conference in Portland in 2022 and Minister Chow attend the annual B.C. Wood's Global Buyers Mission in Whistler in 2022.
9. With support from the Minister of Advanced Education and Skills Training, work with B.C.'s Innovation Commissioner to lead investment in innovation clusters, with a focus on emerging industries	ITIC	IC TIDD		<ul style="list-style-type: none"> Innovation Commissioner is engaging with businesses that have successfully scaled up and investors who assist scale up to understand barriers, effective tools and strategies and programming gaps. The Ministry connects B.C. companies in Cleantech, Life Sciences, ICT, Fintech, Marine and Aerospace tech, Agritech and other tech areas to strategic international buyers through targeted domestic and international programs.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
where B.C. companies have developed the early lead – such as life sciences, emergency management technology, engineered wood, clean tech, artificial intelligence, and quantum and virtual reality technologies.				<ul style="list-style-type: none"> • Through initiatives such as Connection Days or Reverse Pitch events, the Ministry regularly looks to match international interest in specific technology areas with B.C.'s capabilities looking for growth through partnerships. • The Ministry continues to support emerging technology sectors such as AI by raising the profile of B.C.'s capabilities with foreign investors. We enhance the value of domestic events like the BC AI Showcase by recruiting international thought leaders and companies looking for partnerships. • The ministry has provided significant support to Life Sciences BC for the development of a digital searchable directory of Life Sciences assets, with a view of raising the digital profile of the sector and supporting virtual ways of making trade and investment connections. • The Ministry engages with investment firms and companies regarding opportunities in B.C., supporting the scale-up efforts of innovative B.C. technology companies, and opening investment opportunities in emerging areas such as biomanufacturing. • The Ministry staff conducts economic development outreach to advance trade and investment interests to a global and domestic audience through the delivery of business seminars/programs such as BC Spotlight Series (Invest in Canada), BC-EUCCAN's Province Series (EU-Canada Chamber/Foresight), and Investment Attraction

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister Ravi Kahlon Mandate letter				
				Roadshows with Municipalities (Governments) to increase awareness of B.C.'s value proposition.
10. Support the work of the Minister of Agriculture and Food to move forward with the recommendations of the Food Security Task Force and develop a new Regenerative Agricultural Network, which will create jobs for workers, opportunities for farmers and greater food security by bringing together natural systems of production with agri-technologies that enhance production.	TIDD			<ul style="list-style-type: none"> The Province has a strong value proposition and dedicated mandate – through the Ministry of Jobs, Economic Recovery and Innovation and Ministry of Agriculture and Food – to grow the agritech sector, and the sector is already demonstrating strong potential. B.C.'s cluster of over 150 agritech companies contribute up to: <ul style="list-style-type: none"> \$408M in GDP; 4,285 jobs; and \$176M in exports. Ministries are continuing to make progress on the recommendations of the 2020 Food Security Task Force report, and as part of StrongerBC provided \$7.5M in grants to agritech companies. The Ministry of Jobs, Economic Recovery and Innovation launched the Agritech Concierge service as a “one stop shop” for companies to access government services. The Concierge provides tailored support to agritech companies to help them access land, expand operations, improve export readiness and attract further investment. The Ministry of Jobs, Economic Recovery and Innovation is also supporting the Ministry of Agriculture and Food in developing a Regenerative Agriculture and Agritech Network (RAAN). The RAAN will facilitate partnerships between government, industry,

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Minister Ravi Kahlon Mandate letter				
				<p>academia, and the private sector to increase opportunities for knowledge exchange and on-farm demonstration and will help advance climate change goals by maximizing the environmental benefits and the carbon-sequestering potential of regenerative agricultural practices.</p> <ul style="list-style-type: none"> JERI is providing \$6.5M to Simon Fraser University to lead the B.C. Centre for Agritech Innovation (BCCAI), which will work hand in hand with the Regenerative Agriculture and Agritech Network to improve food security in B.C. and around the world, while creating hundreds of good-paying jobs. This investment is expected to create nearly 200 jobs and help train upwards of 700 workers, adding 30 new agritech projects throughout the province by 2025, while utilizing the skillsets of B.C.'s world-class post-secondary institutions.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
1. Seek new strategies to expand B.C.'s export opportunities as the province recovers from the COVID-19	TIDD			<ul style="list-style-type: none"> Ministry staff are actively monitoring markets for the impacts of COVID through B.C.'s international networks and economic analysis to understand vulnerabilities as well as emerging export opportunities.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
pandemic, with a specific emphasis on B.C.'s emerging clean technology and innovation sector				<ul style="list-style-type: none"> The Ministry continues to deliver against priority market work plans which consist of events and initiatives to expand exports and attract investment. Examples include: <ul style="list-style-type: none"> BC Export Awards, November 19, 2021. MGC attended, spoke in a one-on-one interview/ fireside chat with Business in Vancouver (BiV) Chief Editor Kirk LaPointe and presented three awards during the 39th annual B.C. Export Awards. ABCMI Business Opportunities Conference, Vancouver, October 2021, 260 delegates. The B.C. Government was a sponsor of this annual conference of the Association of BC Marine Industries. Sponsorship included TIDD's ADM Basi speaking and participating in a panel discussion at the conference; a B.C. booth with Ministry staff managing the booth and engaging with conference delegates. Canada-Korea Smart Factory Partnering Conference 2021, MGC attended and spoke at the Conference which brought together robotics and automation companies from Korea to meet with Artificial Intelligence (AI) and machine learning (ML) companies from B.C. to further advance the current technologies of "smart-factory" and to ultimately apply them to the existing end-users in Canada and Korea. International Workboat Show, New Orleans, Dec 2021. In-person, 10 B.C. companies: US TIR attended this trade show of the commercial marine industry that attracts 15,000 global attendees. Export Services and the US TIR held pre-departure meetings with the 10 exhibiting B.C. companies to assess their interests and provide support. This was the first time the B.C. Government has participated in this show.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<ul style="list-style-type: none"> Planning is actively underway for FY22-23. Staff have engaged internal and external stakeholders in the development of the plans.
2. In collaboration with cabinet colleagues and with support from the Minister of Jobs, Economic Recovery and Innovation, lead work on special projects to support economic development, trade and innovation in areas such as B.C.'s shipbuilding sector, aerospace and forest sector innovation.	TIDD			<p>Specific projects are ongoing with regular stakeholder engagements. A select group of examples from the shipbuilding sector, aerospace and forest sectors enclosed.</p> <p>Shipbuilding:</p> <ul style="list-style-type: none"> Minister provided opening remarks at the November 2021 Association of B.C. Marine Industries Business Opportunities Conference at the Vancouver Convention Centre, speaking to major industry players in B.C.'s shipbuilding sector about the government's vision for the development of their sector and the broader plan for the B.C. economy in the years to come. Will again support this event in late 2022. The Minister – alongside Minister Kahlon – attended a meeting of the Shipbuilding Advisory Committee in Richmond, B.C. in 2021. The Advisory Committee includes industry experts who make up the Industry Working Group and senior representatives across both the public and private sector that make up the Innovation Advisory Council. Committee members provided intel to Ministers on their vision for the shipbuilding, refit and repair industry in the next 20 years and opportunities to grow the sector. The Minister's participation was important to demonstrate government's commitment to this work and ensuring this sector remains healthy and viable

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<p>and to provide clarity to members on the Shipbuilding Strategy mandate.</p> <ul style="list-style-type: none"> Minister visited Babcock Canada's Esquimalt Graving Dock in 2022 to tour the fully intact, operational submarine in Victoria, and to discuss the status and outlook for current and future work on Canada's Victoria Class submarine fleet at the Esquimalt Graving Dock - including the overall economic benefits, and the 'geographic competition' for this project in future. Minister also participated in a site visit at Allied Shipyards and Seaspan shipyards in support of the Province's work towards a made-in-B.C. shipbuilding strategy. <p>Aerospace:</p> <ul style="list-style-type: none"> Minister attended a B.C.-Mexico event for Trade and Investment Opportunities. The virtual session was aimed to connect B.C. and Mexico's aerospace sectors to explore opportunities for regional integration. The Minister provided the introductory remark at the session, recognizing the increased business partnerships with Mexico and the opportunities available for B.C. and Mexican businesses to get ahead of global competition because of the Free Trade Agreement. He also highlighted the support provided to the aerospace industry through the B.C. Economic Recovery Plan, and the Ministry's plan to continuously support this sector Minister also toured innovative facilities across the province to meet manufacturers and learn more about their work in the

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<p>aerospace, wine and cannabis production, and mass timber manufacturing sectors.</p> <p>Forest sector innovation:</p> <ul style="list-style-type: none"> Minister is chair of the Mass Timber Advisory Council (MTAC). The cross-sector council facilitates formal dialogue to gain industry insight on the mass timber action plan. The Minister also supports the Mass Timber Demonstration Program delivered by Forestry Innovation Investment Ltd (FII) which is currently in its 3rd year. Minister visited the Richmond Fire-Rescue Training facility and participated in a Mass Timber Fire Demonstration event designed to educate key stakeholders <p>The Minister attended and provided remarks at the 2021 Virtual Forest Sector Mission to Asia for China and Japan, noting the Province's commitment to supporting the B.C. forest products industry and market diversification.</p>
3. Expand B.C.'s Export Navigator program to help more small businesses export their goods and services beyond our borders.	TIDD			<ul style="list-style-type: none"> Export Navigator offers businesses access to community-based export specialists who can provide a customized approach to exporting and helps connect businesses to market information, export programs, financial services, and business development experts. The program is targeted at small and medium-sized businesses operating in B.C. and serves non-metropolitan areas of B.C., outside of the Greater Metro Vancouver and Greater Victoria.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<ul style="list-style-type: none"> • In 2019, the program was approved for another 3 years of funding including \$2.25M from Western Diversification / PacifiCan and \$3.6M from the Government of B.C. • The program was expanded with the addition of three sector specialists to focus on the under-represented demographics of Indigenous, Women and Youth (under 30). • The program continues to meet with success: <ul style="list-style-type: none"> ○ as of Dec 31, 2021, the program has seen 750 businesses accepted into the program. ○ since 2019, participant companies have seen total revenue growth of \$30M with international sales grow by \$15.2m and the creation of 113 jobs. • A 2021 program evaluation commissioned by Western Diversification has shown the value of the program. The conclusion states there is a need for the program, that clients report a net increase in exports and the program generates a significant return on investment for every dollar invested in the program. • The report findings stated following impacts and benefits of the program: <ul style="list-style-type: none"> ○ Participant company sales to other regions of Canada increased by \$95,994 and sales outside Canada increased by \$133,249, resulting in a total average annual increase in export revenues of \$229,243 per client served. ○ Participant companies reported a 23% increase in export sales attributed to the services received from the program. ○ The program generates \$20.37 in increased annual export sales for every dollar invested in the program.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<ul style="list-style-type: none"> Staff are currently exploring options and community needs regarding the most desirable manner of additional expansion to ensure our communities and companies are well served to continue to grow exports.
4. Develop and implement a new B.C. Trade Diversification Strategy that will help B.C. businesses build connections in new markets, increase exports and highlight B.C. as a low-carbon supplier.	TIDD			<ul style="list-style-type: none"> The Strategy was drafted through an extensive research and consultation process to ensure alignment with the values of British Columbians and opportunities for B.C. businesses and communities. Consultations included a series of Ministers' roundtables with industry, community groups and a diverse range of participants from across B.C. Indigenous organizations and under-represented groups were included in the consultation and engagement process to ensure their perspectives and interests were well represented. The Strategy builds off our competitive edge in B.C. and charts a new path for increased opportunities to export B.C. products. The Strategy intends to reconfirm and expand B.C.'s position as an exceptional place to invest allowing for B.C. to be more responsive to international opportunities. In addition, to be a leader in supporting an inclusive economy that celebrates the strengths of diverse businesses. The Strategy's outlines two major goals - targeting new markets for trade and investment for B.C. companies and increasing the number and diversity of B.C. businesses who export to support a stronger, and more resilient economy that works for everyone.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<p>The Strategy specifically:</p> <ul style="list-style-type: none"> Identifies new markets for B.C. goods and services Includes measures to foster a more inclusive trade environment Leverages the strengths and economic potential of groups in B.C. traditionally under-represented in trade Targets growing the overall number and diversity of B.C. businesses participating in global markets including new markets and existing emerging markets Provides a targeted approach to international investment attraction Includes actions to promote the global recognition of B.C.'s low-carbon goods and services. <p>The Strategy is undergoing GCPE review and ready to launch, potentially with an upcoming Minister mission.</p>
5. Work across ministries and with the federal government to ensure British Columbia's interests are protected and advanced in trade negotiations and disputes, including the softwood lumber negotiations with the United States	TIDD			<ul style="list-style-type: none"> We continue work with the Ministry of Forests to advance and defend B.C.'s interests with the U.S. on the softwood lumber disputes underway with the U.S. We are also monitoring developments and providing B.C.'s response to other concerns with the U.S. and ^{Advice/Recommendations; Intergovernmental Communications} Advice/Recommendations; Intergovernmental Communications

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				Advice/Recommendations; Intergovernmental Communications
				<ul style="list-style-type: none"> • • We are utilizing negotiations to further open markets to support diversification through our domestic trade negotiations with other provinces, territories and the federal government, and by leading B.C.'s input to international negotiations the federal government is considering or negotiating. • Amongst the numerous FTAs Canada is preparing to negotiate in 2022, we are consulting stakeholders and partners on a Canada-ASEAN FTA and Canada-Indonesia Comprehensive Economic Partnership Agreement. B.C.'s priorities for these negotiations will be informed by direct stakeholder input, including from a virtual roundtable with industry led by Minister. • Under existing agreements, B.C. works with the federal government, Provinces and Territories, regulators and other stakeholders to negotiate regulatory reconciliation agreements to secure preferential market access and remove trade barriers (irritants).

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<ul style="list-style-type: none"> B.C. served as chair for the national work to improved domestic trade under the Canadian Free Trade Agreement. ^{Advice/Recommendations} Advice/Recommendations; Intergovernmental Communications <p>^{Advice/Recommendations} In addition, under B.C.'s leadership, all provinces, territories, and the federal government have committed to the identification and mutual recognition of regulatory requirements that relate to the sale or provision of goods and services.</p> <ul style="list-style-type: none"> We are continuing a comprehensive and consolidated outreach initiative, with particular focus on underrepresented export groups, Small to Medium Enterprises and regional participation to gather input to inform TIDD's work and to ensure the economic benefits of trade agreements are widespread and well understood throughout B.C. We've held 77 outreach activities to date, with over 1,300 in person attendees, nearly 2,000 online attendees, and over 13,000 views on the B.C. Gov YouTube channel.
6. Continue to support Forestry Innovation Investment's efforts to promote B.C.'s manufactured wood products, including mass timber	TIDD	OMTI ADMO for FII		<ul style="list-style-type: none"> Ministry staff and our international offices network are supporting programs that promote B.C.'s wood products. This has included supporting FII's Virtual Japan and China Mission in early May 2021, which Ministers Kahlon and Chow participated in; and B.C. Wood's Global Buyers Mission, which FII is a funding partner. This year's Global Buyers Mission took place September 8-10, 2022 and welcomed over 600 delegates to Whistler. Given the still

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<p>present challenges of the pandemic, the turn-out was significant with buyers and suppliers participating from Australia, Belgium, France, Germany, India, Indonesia, Japan, Mexico, Netherlands, Nigeria, Pakistan, South Korea, Taiwan, United Kingdom, and the United States. BC's Trade & Investment Representatives assisted with recruiting buyers including many first-time buyers to the event, offering new opportunities for BC / Canadian manufacturers to develop new business. Minister attended the opening reception as the BC Government Representative, met with a delegation of Southeast Asian buyers, and toured the trade show exhibition floor with BC Wood Board members to meet BC Exporters and wood buyers from abroad.</p> <ul style="list-style-type: none"> • The Ministry is a partner and helps to organize the annual BC Export Awards, which recognizes B.C. companies for their successful international efforts. • Staff actively engage with and support investors in B.C.'s mass timber construction space, with the ministry network of Trade and Investment Representatives (TIRs) generating investment leads in their markets.
7. Support the work of the Minister of Agriculture and Food to continue to promote B.C. food and agriculture exports.	TIDD			<ul style="list-style-type: none"> • B.C.'s network of trade and investment offices continue to arrange food promotion initiatives to support B.C. exporters. • MGC has participated in industry events and staff continue to support exporting showcases for B.C. agrifood companies and B2B

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<p>connection meetings to support the development of new customers in new markets for B.C.'s agricultural products.</p> <ul style="list-style-type: none"> Despite continued global challenges with COVID-19 in FY21/22, our Ministry is supporting over 22 export-focused food and agriculture activities in more than 10 markets, providing platforms for B.C. industry to establish and advance long-lasting mutually beneficial business partnerships with international buyers. In collaboration with our Trade and Investment Representatives around the world, Agriculture and Agri-Food Canada (AAFC), and Global Affairs Canada (GAC), we showcased a diversity of nearly 80 B.C. food and agriculture exhibitors through 4 activities in the US (18% total share), 11 in Asia (50% total share), and 3 in Europe (14%), and 4 in ASEAN (18%).
8. Work with the Minister of Tourism, Arts, Culture and Sport to continue the development of the Chinese Canadian Museum.	ADMO	n/a	TAC	<ul style="list-style-type: none"> The Province is committed to establishing a Chinese-Canadian Museum – a first in Canada. The Museum will recognize the robust and significant contributions of Chinese Canadians in B.C., both past and present. Minister Chow supports Minister and Ministry of Tourism, Arts, Culture and Sport who have lead responsibility and oversight for this initiative. The Chinese Canadian Museum Society of B.C. was incorporated on March 13, 2020, as a not-for-profit society, and registered as a charity in July 2022 to support establishing and operating a Chinese Canadian Museum.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Minister George Chow Mandate letter				
				<ul style="list-style-type: none"> The Province has invested more than \$38.5M in the Chinese Canadian Museum to date: <ul style="list-style-type: none"> \$1M to the City of Vancouver to support the planning and activation of the museum; An \$8M endowment and \$2M to support the development of the Society and for museum planning; and \$25.5M for the purchase of a permanent site, along with an additional one-time investment of \$2M to support ongoing planning and operating costs. In February 2022, government announced the location for the museum at the historic Wing Sang Building, the oldest building in Vancouver Chinatown. The permanent museum location is expected to open in July 2023.

Mandate Letter Commitments 2020	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Brenda Bailey Mandate letter				
1. Develop an intellectual property strategy to support more innovation and commercialization by B.C. companies,	ITIC			<ul style="list-style-type: none"> PS Bailey led stakeholder engagement through summer 2022 Stakeholder feedback focussed on growing IP literacy, increasing IP expertise in B.C., and examining the IP opportunities government may have related to IP

Mandate Letter Commitments 2020	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Brenda Bailey Mandate letter				
including a First Patent Program				<ul style="list-style-type: none"> A B.C. consortium coordinated by Innovate BC has made an application for \$20M through the Federal ElevateIP program to address initial needs regarding literacy and expertise – a Federal decision on funding is expected in fall/winter 2022 Cabinet Confidences; Advice/Recommendations The strategy will be aligned with the Future Ready: Skills for the Jobs of Tomorrow Plan
2. Help more people from underrepresented groups get their first job in the tech sector, while simultaneously helping B.C.-based tech companies hire and grow, by increasing the number of Innovator Skills Initiative Grants and prioritizing placements for women, Indigenous people, people of colour and others currently	ITIC		Innovate BC	<ul style="list-style-type: none"> In 2021/22, Government provided \$15M in one-time funding to provide 3,000 grants of up to \$10,000 each to employers. The redesigned ISI is designed to increase diversity in the tech sector by encouraging employers to hire from under-represented communities. At this time, Innovate BC has tentatively fully allocated the funding. Innovate BC is delivering this program in partnership with Mitacs, the Information and Communications Technology Council (ICBC) and BC Tech Association (BCTech), bringing the total investment in 2021/22 to \$29M. On August 31, 2022, \$583,000 was further allocated to allow waitlisted businesses to access the ISI. The redesigned ISI launched on September 27, 2021. Progress reports from the program partners show:

Mandate Letter Commitments 2020	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Brenda Bailey Mandate letter				
underrepresented in B.C.'s tech sector.				<ul style="list-style-type: none"> ○ Mitacs reports awarding 750/750 grants as of March 31, 2022. ○ ICTC reports awarding 878/1250 grants as of June 30, 2022. ○ BCTech reports awarding 66/40-80 grants as of June 30, 2022. ● Responsible for 847-960 grants, Innovate BC has received over 1,600 applications to date and has fully approved 878 grants.
3. Help more innovative B.C. businesses successfully scale up here by expanding the successful RevUp program that brings business owners together with experienced mentors who provide coaching and advice on growing small successful tech companies into larger ones.	ITIC		Innovate BC	<ul style="list-style-type: none"> ● Innovate BC funds a number of programs to support business scale up including: <ul style="list-style-type: none"> ○ BC Fast ○ IGNITE ○ Digital Bootcamps ● A key initiative out of the StrongerBC Economic Plan is the Integrated Marketplace Initiative (IMI or Zelda). IMI is scheduled to be announced in fall 2022. The purpose of the program is to support B.C. businesses scale-up ● Cabinet Confidences; Advice/Recommendations

Mandate Letter Commitments 2020	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Brenda Bailey Mandate letter				
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Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Roly Russell Mandate letter				
1. Lead the work of Rural and Regional Development with local governments and First Nations to support and promote regional diversified economies.				<p>On October 11, government announced \$1.23M as part of the StrongerBC Economic Plan to support the launch of the BC Assembly of First Nations' Centre of Excellence in First Nations Economic Development. This First Nations-led centre will provide tools and resources needed for economic development and increase the capacity of First Nations in B.C. to advance their priorities in an inclusive economy.</p> <ul style="list-style-type: none"> Regional staff work closely with communities and businesses in rural areas of the province to advance economic development and support community transition in areas facing changing industrial profiles.
2. Provide the regional perspective to the work of the Ministry with a focus on implementing supports for rural, remote and First Nations communities when needed.				<ul style="list-style-type: none"> Develops and administers funding programs that support rural communities, businesses, and workers, including Forest Employment Program (FEP) <ul style="list-style-type: none"> \$29M over four years. Funding allocated to land-based projects to create short-term employment opportunities for forestry contractors. Rural Business and Community Recovery Initiative (RBCRI) <ul style="list-style-type: none"> \$4.5M over three years. Support for economic recovery advisory services to rural businesses and communities. Rural Economic Diversification Infrastructure Program (REDIP) – in development, <i>Cabinet Confidences; Advice/Recommendations</i> <ul style="list-style-type: none"> \$30M over three years. New economic diversification program with specific focus on communities impacted by old growth deferrals.

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Roly Russell Mandate letter				
				<ul style="list-style-type: none"> • Cabinet Confidences
3. Support the Minister of Citizens' Services to deliver high-speed connectivity throughout the province with a goal of connecting all regions to the high-speed network.				<ul style="list-style-type: none"> • Collaborates with Citizens' Services on strategic outreach and awareness of the Connecting British Columbia program. • Participates in regular bi-weekly meetings with CITZ to share on the ground information regarding community needs. <ul style="list-style-type: none"> ○ Established MOU between JERI and CITZ. <p>Staff work with MIRR at government-to-government negotiation tables to help advance internet service provider economic opportunities and promote access to the Connecting BC program.</p>
4. Work with the Minister of Labour to establish a Worker Training and Job Opportunity Office to maximize the impact of our economic recovery plan for workers and communities during COVID-19 and beyond – with a focus on retraining workers,				<ul style="list-style-type: none"> • The Worker Training Job Opportunity Office concept is under development but has supported the development of several government programs supporting worker transition, and remote and rural communities affected by Old Growth Deferrals to be launched in FY23/24. • Community Transition: <ul style="list-style-type: none"> ○ Coordinate government services to support impacted workers and ensure community supports and services are in place and support a community's longer term economic diversification efforts. ○ Work closely with local governments, other provincial

Mandate Letter Commitments 2022	Division Lead	Support JERI	Support Other Ministry	Status
Parliamentary Secretary Roly Russell Mandate letter				
supporting resource communities facing job loss, developing higher value goods, and accessing new global markets and opportunities for B.C. products.				<p>ministries, federal governments, indigenous governments and organizations, non-government organizations, and the private sector.</p> <ul style="list-style-type: none"> ○ Create and maintain a list of active and historical mill closures and curtailments that is reported monthly to Ministry of Forests executive, JERI DM and the Premier's Office. Develop community profiles to better understand the community's challenges and opportunities both pre and post impact.

Mandate Letter Commitments 2021	Division Lead	Support JERI	Support Other Ministry	Status
Premier's Special Advisory on Youth Brittany Anderson Mandate letter				
1. The Special Advisor will act in the role as Chair of a Youth Economic Advisory Council supported by the Ministry of Jobs, Economic Recovery and Innovation	SBED			<ul style="list-style-type: none"> • Launched the StrongerBC Young Leaders Council in January 2022 with 18 Council members from across the province, aged 14-26. • As of November 1, 2022, the Council has held 8 virtual meetings and 1 in-person meeting. At least 1 additional virtual meeting and 1 in-person meeting are planned for the remainder of 2022. • Council members are appointed for one-year terms and can renew their membership for up to two additional years. Most Council members are expected to sit for second terms.



February 25, 2022

Honourable Ravi Kahlon
Minister of Jobs, Economic Recovery and Innovation
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Kahlon:

Thank you for agreeing to serve British Columbians as Minister of Jobs, Economic Recovery and Innovation.

In this past year, as a member of Cabinet, your work has contributed to this government's efforts to support British Columbians as they face the impacts of COVID-19. People throughout the province continue to work together to stay safe and rebuild their lives and communities from the effects of the pandemic. Our government remains committed to getting through the pandemic and its after effects by building on this resilience and focusing on what matters most to people.

British Columbians voted for a government focused on their priorities: providing better health care for people and families, delivering affordability and security in our communities, and investing in good jobs and livelihoods in a clean-energy future.

I expect you –with support of your ministry – to focus on the commitments detailed in our platform, *Working for You*, along with the following foundational principles:

- **Putting people first:** Since 2017, our government has focused on making decisions to meet people's needs. That focus drove our work in our first term and will continue to be our priority. British Columbians are counting on the government to keep them safe and to build an economic recovery that works for everyone, not just those at the top. Keeping people at the centre of everything we do means protecting and enhancing the public services people rely on and working to make life more affordable for everyone.

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**Office of the
Premier**

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- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. The unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move toward self-determination. Our government – and every ministry – must remain focused on creating opportunities for Indigenous peoples to be full partners in our economy and providing a clear and sustainable path for everyone to work toward lasting reconciliation.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government, and their lives. Our government has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every ministry has a role in this work. While our caucus elected a record number of women, more work remains to address gender equity. Delivering on our commitments to address racial discrimination will require a commitment by all of government to ensure increased IBPOC (Indigenous, Black and People of Colour) representation within the public service, including in government appointments. Our efforts to address systemic discrimination must also inform policy and budget decisions by reviewing all decisions through a Gender-Based Analysis Plus (GBA+) lens.
- **A better future through fighting climate change:** In 2018, our government launched our CleanBC climate action plan. CleanBC puts British Columbia on the path to a cleaner, better future by building a low-carbon economy with new clean-energy jobs and opportunities, protecting our air, land and water and supporting communities to prepare for climate impacts. It is every Minister's responsibility to ensure your ministry's work continues to achieve CleanBC's goals.
- **A strong, sustainable economy that works for everyone:** We will continue our work to support British Columbians through the pandemic and the economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. Our plan will train the workforce of tomorrow, help businesses hire and grow and invest in the infrastructure needed to build our province.

The pandemic has reminded us that we're strongest when we work together. Delivering on our commitments to people will require a coordinated effort with your cabinet and caucus colleagues, supported by the skilled professionals in the public service. You will also support your cabinet colleagues to do their work, particularly where commitments cross ministry lines.

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British Columbians expect their elected representatives to work together to advance the broader public good despite their partisan perspectives. That means seeking out, fostering, and championing good ideas, regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships through public and stakeholder engagement plans that connect with people to incorporate their perspectives early in the policy development process. These plans must include measurable outcomes and ensure active dialogue and ongoing outreach in your ministry's actions and priorities.

Over the course of our mandate, I expect you will make progress on the following items:

- Support people and businesses in the recovery from the COVID-19 pandemic by continuing to deliver initiatives that will directly support small businesses and build an inclusive economic recovery across BC.
- Work across ministries to lead the development and coordinate implementation of an industrial and manufacturing strategy that generates cleaner, more innovative, value-added economic activity across BC, while supporting our commitments to reconciliation and CleanBC.
- With support from the Minister of Energy, Mines and Low Carbon Innovation, boost BC as a global exporter of climate solutions by investing in BC-based carbon capture and storage and other low carbon technologies.
- Support the work of the Minister of State for Trade on special projects to support economic development, trade and innovation in areas such as BC's shipbuilding sector, aerospace and forest sector innovation.
- Support BC shipyards to build capacity and become increasingly competitive with investments to support more shipbuilding, refit, repair, and maintenance here in BC.
- Capitalize on the potential of BC's aerospace industry by expanding support for BC companies to integrate into global supply chains and access new markets.
- Launch a strategic investment fund to support our government's objective of building a more innovative low carbon economy by investing in high-potential BC businesses to help them scale up and grow here.
- Lead the Office of Mass Timber Implementation and, with support from the Minister of Forests, advance the mass timber action plan.

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- With support from the Minister of Advanced Education and Skills Training, work with BC's Innovation Commissioner to lead investment in innovation clusters, with a focus on emerging industries where BC companies have developed the early lead – such as life sciences, emergency management technology, engineered wood, clean tech, artificial intelligence, and quantum and virtual reality technologies.
- Support the work of the Minister of Agriculture and Food to move forward with the recommendations of the Food Security Task Force and develop a new Regenerative Agricultural Network, which will create jobs for workers, opportunities for farmers and greater food security by bringing together natural systems of production with agri-technologies that enhance production.

To assist you in meeting the commitments we have made to British Columbians, you are assigned a Parliamentary Secretary for Technology and Innovation. You will work closely together and ensure your Parliamentary Secretary receives appropriate support to deliver on the following priorities, outlined in the mandate letter issued to them:

- Develop an intellectual property strategy to support more innovation and commercialization by BC companies, including a First Patent Program.
- Help more people from underrepresented groups get their first job in the tech sector, while simultaneously helping BC-based tech companies hire and grow, by increasing the number of Innovator Skills Initiative Grants and prioritizing placements for women, Indigenous people, people of colour and others currently underrepresented in BC's tech sector.
- Help more innovative BC businesses successfully scale up here by expanding the successful RevUp program that brings business owners together with experienced mentors who provide coaching and advice on growing small successful tech companies into larger ones.

You are also assigned a Parliament Secretary for Rural and Regional Development. You will work closely together and ensure your Parliamentary Secretary receives appropriate support to deliver on the following priorities, outlined in the mandate letter issued to them:

- Lead the work of Rural and Regional Development with local governments and First Nations to support and promote regional diversified economies.
- Provide the regional perspective to the work of the Ministry with a focus on implementing supports for rural, remote and First Nations communities when needed.

- Support the Minister of Citizens' Services to deliver high-speed connectivity throughout the province with a goal of connecting all regions to the high-speed network.
- Work with the Minister of Labour to establish a Worker Training and Job Opportunity Office to maximize the impact of our economic recovery plan for workers and communities during COVID-19 and beyond – with a focus on retraining workers, supporting resource communities facing job loss, developing higher value goods, and accessing new global markets and opportunities for BC products.

Our work as a government must continually evolve to meet the changing needs of people in this province. Issues not contemplated in this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of cabinet, with the expectation that any proposed initiatives will be subject to the usual cabinet and Treasury Board oversight. Your ministry's priorities must reflect our government's overall strategic plan as determined by cabinet.

All cabinet members are expected to review, understand and act according to *the Members' Conflict of Interest Act* and conduct themselves with the highest level of integrity. As a minister of the Crown, your conduct will reflect not only on you, but on cabinet and our government.

You are responsible for providing strong, professional, and ethical leadership within cabinet and your ministry. You will establish a collaborative working relationship with your deputy minister and the public servants under their direction who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. You must ensure your minister's office meets the highest standards for integrity and provides a respectful and rewarding environment for all staff.

My commitment to all British Columbians is to do my level best to make sure people's lives are better, safer, and more affordable. I believe the challenges we face can and will be overcome by working together. By way of this letter, I am expressing my faith that people can expect the same commitment from you.

Sincerely,

A handwritten signature in black ink, reading "John J. Horgan", with a long horizontal flourish extending to the right.

John Horgan
Premier



February 25, 2022

Honourable George Chow
Minister of State for Trade
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Chow:

Thank you for agreeing to serve British Columbians as Minister of State for Trade.

In this past year, as a member of Cabinet, your work has contributed to this government's efforts to support British Columbians as they face the impacts of COVID-19. People throughout the province continue to work together to stay safe and rebuild their lives and communities from the effects of the pandemic. Our government remains committed to getting through the pandemic and its after effects by building on this resilience and focusing on what matters most to people.

British Columbians voted for a government focused on their priorities: providing better health care for people and families, delivering affordability and security in our communities, and investing in good jobs and livelihoods in a clean-energy future.

I expect you –with support of your ministry – to focus on the commitments detailed in our platform, *Working for You*, along with the following foundational principles:

- **Putting people first:** Since 2017, our government has focused on making decisions to meet people's needs. That focus drove our work in our first term and will continue to be our priority. British Columbians are counting on the government to keep them safe and to build an economic recovery that works for everyone, not just those at the top. Keeping people at the centre of everything we do means protecting and enhancing the public services people rely on and working to make life more affordable for everyone.

.../2

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. The unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move toward self-determination. Our government – and every ministry – must remain focused on creating opportunities for Indigenous peoples to be full partners in our economy and providing a clear and sustainable path for everyone to work toward lasting reconciliation.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government, and their lives. Our government has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every ministry has a role in this work. While our caucus elected a record number of women, more work remains to address gender equity. Delivering on our commitments to address racial discrimination will require a commitment by all of government to ensure increased IBPOC (Indigenous, Black and People of Colour) representation within the public service, including in government appointments. Our efforts to address systemic discrimination must also inform policy and budget decisions by reviewing all decisions through a Gender-Based Analysis Plus (GBA+) lens.
- **A better future through fighting climate change:** In 2018, our government launched our CleanBC climate action plan. CleanBC puts British Columbia on the path to a cleaner, better future by building a low-carbon economy with new clean-energy jobs and opportunities, protecting our air, land and water and supporting communities to prepare for climate impacts. It is every Minister's responsibility to ensure your ministry's work continues to achieve CleanBC's goals.
- **A strong, sustainable economy that works for everyone:** We will continue our work to support British Columbians through the pandemic and the economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. Our plan will train the workforce of tomorrow, help businesses hire and grow and invest in the infrastructure needed to build our province.

The pandemic has reminded us that we're strongest when we work together. Delivering on our commitments to people will require a coordinated effort with your cabinet and caucus colleagues, supported by the skilled professionals in the public service. You will also support your cabinet colleagues to do their work, particularly where commitments cross ministry lines.

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British Columbians expect their elected representatives to work together to advance the broader public good despite their partisan perspectives. That means seeking out, fostering, and championing good ideas, regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships through public and stakeholder engagement plans that connect with people to incorporate their perspectives early in the policy development process. These plans must include measurable outcomes and ensure active dialogue and ongoing outreach in your ministry's actions and priorities.

Over the course of our mandate, I expect you will make progress on the following items:

- Seek new strategies to expand BC's export opportunities as the province recovers from the COVID-19 pandemic, with a specific emphasis on BC's emerging clean technology and innovation sector.
- In collaboration with cabinet colleagues and with support from the Minister of Jobs, Economic Recovery and Innovation, lead work on special projects to support economic development, trade and innovation in areas such as BC's shipbuilding sector, aerospace and forest sector innovation.
- Expand BC's Export Navigator program to help more small businesses export their goods and services beyond our borders.
- Develop and implement a new BC Trade Diversification Strategy that will help BC businesses build connections in new markets, increase exports and highlight BC as a low-carbon supplier.
- Work across ministries and with the federal government to ensure British Columbia's interests are protected and advanced in trade negotiations and disputes, including the softwood lumber negotiations with the United States.
- Continue to support Forestry Innovation Investment's efforts to promote BC's manufactured wood products, including mass timber.
- Support the work of the Minister of Agriculture and Food to continue to promote BC food and agriculture exports.
- Work with the Minister of Tourism, Arts, Culture and Sport to continue the development of the Chinese Canadian Museum.

Our work as a government must continually evolve to meet the changing needs of people in this province. Issues not contemplated in this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and

.../4

Priorities Committee of cabinet, with the expectation that any proposed initiatives will be subject to the usual cabinet and Treasury Board oversight. Your ministry's priorities must reflect our government's overall strategic plan as determined by cabinet.

All cabinet members are expected to review, understand and act according to the *Members' Conflict of Interest Act* and conduct themselves with the highest level of integrity. As a minister of the Crown, your conduct will reflect not only on you, but on cabinet and our government.

You are responsible for providing strong, professional, and ethical leadership within cabinet and your ministry. You will establish a collaborative working relationship with your deputy minister and the public servants under their direction who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. You must ensure your minister's office meets the highest standards for integrity and provides a respectful and rewarding environment for all staff.

My commitment to all British Columbians is to do my level best to make sure people's lives are better, safer, and more affordable. I believe the challenges we face can and will be overcome by working together. By way of this letter, I am expressing my faith that people can expect the same commitment from you.

Sincerely,

A handwritten signature in dark ink, reading "John I. Horgan" with a long, sweeping horizontal line extending to the right.

John Horgan
Premier

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

DM Responsible: Bobbi Plecas

Core Business/ Program Area Description/Critical Business Processes:

Deputy Minister's Office

The Deputy Minister is accountable for meeting the provincial government's objectives related to jobs, international trade, economic recovery, rural and regional development and innovation. The position is accountable for developing a professional, motivated, highly engaged team, and building collaborative working relationships with governments, ministries and stakeholders.

The Deputy Minister's Office (DMO) is responsible for all aspects of information that flows from Elected Officials and the Executive Council (Cabinet) to the Ministry by acting as the touchpoint between the elected arm of government and the public service. The office provides strategic advice on issues management, oversees the development of Cabinet material and provides strategic direction to staff. The DMO also ensures the Ministry is in compliance with Cabinet approved mandates, Treasury Board directives and other specific issues. The DMO builds strategic alliances across government and works with the Executive team and ministry staff to ensure efficient collaboration, the flow of information and increased integration within the Ministry to support the achievement of the Ministry's strategic direction and government's overall objectives.

Budget:

Budget (in \$000s):

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Planned	2024/25 Planned
DMO	1,172	1,172	1,172	1,172

¹ For comparative purposes, amounts shown for 2022/23 have been restated to be consistent with the presentation of the 2022/23 Estimates.

Full Time Equivalents (FTEs):

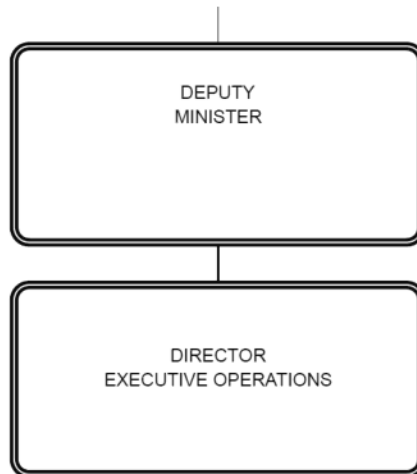
Positions:

FTE burn for the period April 1 –September 30, 2022 is 6 FTEs

Note: DMO has a staffing complement of 7 FTEs (including the Deputy Minister), the difference is due to 1 vacant position.

Related Legislation:
N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Bobbi Plecas
Deputy Minister
Deputy Minister's Office
Ministry of Jobs, Economic Recovery and Innovation

Bobbi Plecas was appointed Deputy Minister, Jobs, Economic Recovery and Innovation on November 26, 2020, where she led the development of the StrongerBC Economic Plan. Prior to this role, Bobbi was Deputy Minister, Intergovernmental Relations Secretariat beginning in January 2019.

Bobbi was appointed Deputy Minister of Climate Change in July 2017 where she led the development of the cross-government CleanBC plan.

Bobbi was an Associate Deputy Minister and held ADM roles in two ministries going back to 2012.

Bobbi has been a member of the provincial public service for more than 30 years and over that time has had the opportunity to work in more than 10 different ministries as well as the Premier's office.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Tim Lesiuk

Core Business/ Program Area Description/Critical Business Processes:

The Innovation, Technology and Investment Capital Division is responsible for B.C.'s technology sector and the integration of technology into industry through innovation, as well as implementation of the Province's Economic Plan, StrongerBC. The Division includes four Branches with key objectives including:

- Coordination, facilitation and support of cross-government initiatives that deliver on the goals of inclusive and clean growth and missions of the economic plan and reporting on progress.
- Support the office of the Innovation Commissioner.
- Support the joint JERI/EMLI Hydrogen Office.
- JERI lead on the Future Workforce Readiness project lead by AEST.
- Leading work on the JERI mandate item on Intellectual Property.
- Advancing consistent and informative economic analysis of policy initiatives that affect the economy.
- Review and analysis of economic policy initiatives to inform senior executive decision-making through the Assistant Deputy Ministers' Committee on Economy (ADMCE) and Deputy Ministers' Committees on Economy (DMCE).
- Maintaining positive and informed relationships with the technology sector including companies, post-secondary institutions and other levels of government.
- Coordinating government programs for research and development, start-up, commercialization and scale up of B.C. technology companies.
- Driving innovation across the economy including oversight of InnovateBC, support for the Innovation Commissioner and Parliamentary Secretary for Technology and Innovation, participation in the Digital Technology Supercluster and Quantum Algorithms Institute.
- Responsibility for the Small Business Venture Capital Tax Credit Program.

Budget (\$000):

For the purposes of the 2023/24 Estimates, the budget for both the Investment and Innovation Division and the Innovation, Technology and Investment Capital Division are combined under the following Core Business Area:

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates ¹	2023/24 Plan	2024/25 Plan
Investment and Innovation Division ²	12,063	13,029	13,129	13,129

1. The division received a base budget lift of \$0.966 million in 2022/23 to implement the initiatives outlined in the Economic Plan
2. Also includes the budget for the Office of the Innovation Commissioner

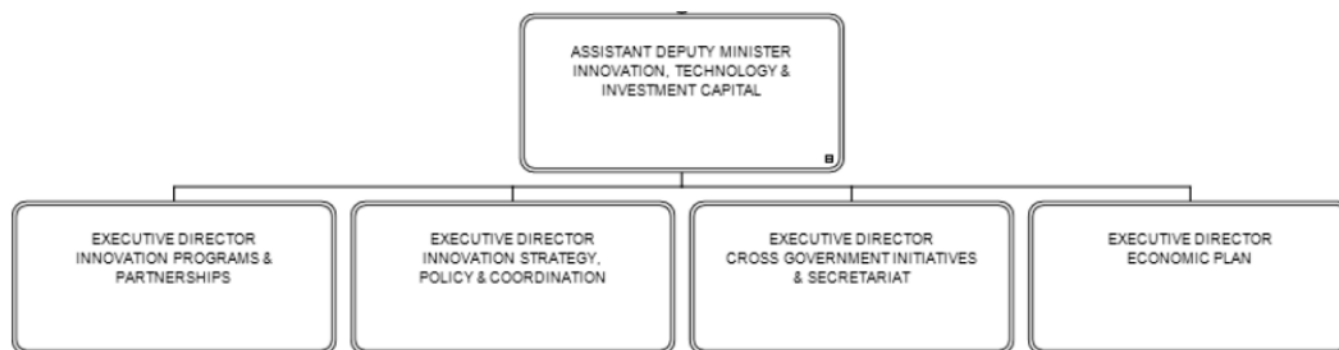
Full Time Equivalents (FTEs):

Average FTE burn for the period April 1 –September 30, 2022 is 40 FTEs

Related Legislation:

Small Business Venture Capital Act
Small Business Venture Capital Regulation
Employee Investment Act
Employee Investment Regulation

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Tim Lesiuk
Assistant Deputy Minister
Innovation, Technology and Investment Capital Division
Ministry of Jobs, Economic Recovery and Innovation

Tim Lesiuk was appointed Assistant Deputy Minister of Innovation, Technology and Investment Capital on June 11, 2021. Tim is responsible for BC's technology sector and the integration of technology into industry through innovation, as well as implementation of the Province's Economic Plan, StrongerBC. Tim Chairs the Assistant Deputy Ministers Committee on Economy and serves as a member of the Board of Directors for the Digital Technology Supercluster and the Quantum Algorithms Institute.

Prior to this role, Tim led the Province's international trade development activities from 2019 to 2021, including the restructuring of B.C.'s international trade network and the creation of an International Trade and Investment strategy for the Province. Tim was the Executive Director responsible for the development of CleanBC, the Province's climate change strategy, and Senior Executive with the Climate Action Secretariat that delivered the Province's first Climate Action Plan in 2008.

Tim has a background in sustainable development, industry and the energy sector and prior to the Public Service worked for BC Hydro (2000 – 2007) and Westcoast Energy (1997 - 2000). Tim holds a Bachelor of Science degree in Biology from the University of Victoria and a Diploma of Technology in Environmental Science from Camosun College.

Cross Government Initiatives & Secretariat (CGIS) Branch

The Branch leads the review and analysis of cross-government economy sector policy initiatives to inform senior executive decision-making. The Branch manages the Assistant Deputy Ministers' Committee on Economy (ADMCE) and Deputy Ministers' Committees on Economy (DMCE), and provides advice to the Committee Chairs on agendas, submissions and timing. The Branch also works closely with the team implementing the StrongerBC Economic Plan for long-term clean and inclusive economic growth, as well as Cabinet Operations and the Planning and Priorities Secretariat.

- Executive Director: Neil Reimer
- Started in Government: 1993
- In Current Position Since: 2022

Economic Plan Branch

The Branch leads implementation of the StrongerBC Economic Plan through coordination, and support of cross-government initiatives that deliver on the two goals (inclusive growth and clean growth) and six missions of the plan. The Branch is responsible for advancing the adoption of a consistent, integrative approach to economic analysis of major policy initiatives that implement the StrongerBC Economic Plan and tracking the success of programs and government initiatives through indicators for each mission in StrongerBC. The Branch provides enhanced information on policy decisions that affect the economy; and facilitates a collaborative sector approach to planning for economic resilience. The Branch works closely with the CGIS team that manages the ADMCE/DMCE, as well as the Planning and Priorities Secretariat.

- Executive Director: Danielle Grbavac
- Started in Government: 2010
- In Current Position Since: 2022

Innovation Policy, Strategy and Coordination Branch

The Branch is the lead provincial organization for the technology sector. The Branch maintains positive and informed relationships with all aspects of the technology sector including companies, post-secondary institutions and other levels of government. The Branch coordinates government programs for research and development, start-up, commercialization and scale up of B.C. companies and is responsible for the B.C. Knowledge Development Fund. The Branch is leading development of the Provincial Intellectual Property Strategy and coordinating JERI initiatives included in the Future Ready: Skills for the Jobs of Tomorrow Plan.

- Executive Director: Matt Zahynacz
- Started in Government: 2010
- In Current Position Since: 2022

Innovation Programs and Partnerships Branch

The Branch coordinates and supports innovation and technology adoption throughout the province. The Branch oversees the work of InnovateBC, provides support for the Innovation Commissioner and Parliamentary Secretary for Technology and Innovation, coordinates federal-provincial collaborations on innovation, and liaises with the Digital Technology Supercluster and Quantum Algorithms Institute. The

Branch includes responsibility for the Small Business Venture Capital Tax Credit Program.

- Executive Director: Elaine Cross
- Started in Government: 2006
- In Current Position Since: 2022

ISSUE NOTE

Issue:

- The StrongerBC Economic Plan was launched in February 2022.
- JERI coordinates implementation of the plan across government.

Background:

Context

- The StrongerBC Economic Plan sets out a vision for the long-term future of B.C. through two overarching goals – inclusive growth and clean growth.
- Over 330 stakeholders were consulted during the development of the plan. A series of virtual engagement sessions were held with the First Nations, Metis and Indigenous organizations.
- A leading economist, Mariana Mazzucato, Professor in the Economics of Innovation and Public Value, advised the province and published a report with policy recommendations alongside the Plan.
- The Plan commits government to measure progress, with an initial set of indicators published alongside the report.

Implementing the plan:

- Successful implementation of the Economic Plan requires:
 - Cross-government collaboration on economic priorities;
 - Consistent economic modelling and new tools;
 - A new approach to collaborating with First Nations and Indigenous peoples,
 - Expanded public, partner and stakeholder engagement; and,
 - Performance monitoring and reporting on a longer time scale and across a broader range of indicators than traditionally used to measure economic success.
- The following teams in the division have been established:
 - Performance team to increase government's capacity for economic modelling of policy options before government is asked to approve a policy shift. This team is actively working to identify an economic model for the province in order to track, model and analyze socioeconomic outcomes. A cross-government technical group has been established to advance this critical step on delivery of the economic plan.
 - Planning team to coordinate government's portfolio of missions and work with ministries responsible for related mandate commitments to identify those with the strongest influence over government's inclusion and clean growth goals. This work may include:
 - Supporting ministries to deliver on their initiatives that support the goals and missions of the Plan;
 - Oversee coordination of the portfolio of Plan projects; and
 - Report on progress to economic committees and ministries.

Next steps:

- Fall 2022
 - Identify an economic modelling tool that could be made available to ministries and external partners.
- Winter 2022
 - Cabinet Confidences; Government Financial Information
 - Develop a dashboard for performance tracking.
- Spring 2023
 - First Annual Progress Report.
 - Dashboard launched.

ISSUE NOTE

Issue:

- The Small Business Venture Capital Tax Credit Program (the Program) provides investors with a 30% tax credit to help off-set some of the risk investors take on when the investing in start-ups. The tax credit helps entrepreneurs and innovators raise early-stage venture capital investment to help start a business, conduct R&D, develop technologies and commercialize ideas, which the intention of creating more, good-quality employment.
- The Program is unique in Canada because it allows individual and corporate investors to invest their own capital directly into eligible small businesses. This allow allows private investors an opportunity to offer their strategic expertise to mentor the businesses to accelerate company growth.
- So far this year, over 135 businesses have raised approximately \$85 M in investment under the Program.
- In 2021, the Program helped more than 240 small businesses raise over \$185 M in early-stage funding (see Appendix 2 for tax credit investment raised in 2021).
- Lower levels of venture capital investment in B.C.'s smaller technology and manufacturing businesses, and lower participation in the Program are expected in 2022 because of the global economic conditions.

Background:

- The Program operates under the *Small Business Venture Capital Act (SBVCA)* which stipulates the criteria under which a business can be registered and authorized to raise tax-credit-supported investment.
- The SBVCA provides a 30% tax credit to B.C. residents who purchase equity shares from businesses registered in the Program. Tax credits do not go to the small business like a funding program, instead the credit goes to the investor with the intent to stimulate investment in what are typically young start-ups developing technologies, or involved in small business manufacturing and processing. These types of businesses are considered higher risk investment opportunities and often have difficulty raising investment without the tax credit.
- The Small Business Venture Capital Regulation sets the notional tax credit budget. Effective for the 2022 to 2024 calendar years, the tax credit budget is \$41 M annually. With the 30% tax credit, this means the budget can leverage up to \$136.7 M a year in investments (see Appendix 1 for tax credit investment raised between 2017 to 2021).
- The tax credit budget is not a statutory appropriation with a fixed limit. Rather, the SBVCA allows the budget to be exceeded in periods of high demand for tax credits, as happened in 2021.
- The tax credit budget is the responsibility of the Ministry of Finance and claims for tax credits have no impact on the budget of the Ministry of Jobs, Economic Recovery and Innovation.
- The \$41 M tax credit budget is divided into five sub-budgets that support investment into specific business sectors, mainly high-tech and small manufacturing businesses. On average, over 100 businesses are registered in the Program each year, and many of them qualify for registration under more than one sub-budget. The five sub-budgets are:
 - Clean technology: R&D in clean tech and/or manufacturing clean tech products - \$10 M in tax credits;
 - Digital Media: developing interactive digital media products - \$5 M in tax credits;

- Business Creation: businesses less than two years old - \$3 M in tax credits;
- Community Diversification: outside Metro-Vancouver and the Capital Regional District - \$3 M in tax credits; and
- Equity Capital: the general category under which all the above businesses qualify, plus businesses doing manufacturing and R&D - \$20 M in tax credits.
- Budget 2022 temporarily increased the annual maximum venture capital tax credit by \$2.5 M from \$38.5 M to \$41 M. This increase is allocated to investments made in clean technology businesses. For 2025 onwards, the total tax credit budget and clean technology sub-budget revert to \$38.5 M and \$7.5 M, respectively.
- 2021 was an exceptional year for venture investment in North America, with US\$300 B invested, nearly double the amount invested in 2020. This was driven by traditional funds (e.g., pension funds) and individual investors seeking higher returns in venture investments than returns available from publicly traded securities.
- B.C. also experienced a surge in venture investment in 2021. Total claims for tax credits of \$55.5 M were submitted and resulted in claims for tax credits exceeding the notional budget by \$17 M. When claims for tax credits are projected to exceed the budget, the SBVCA prohibits the Program from issuing authorizations to businesses to raise tax-credit-supported investment for the remainder of the year. This occurred in August 2021. Any business that did not have an authorization by August 2021 could not raise tax-credit-supported investment for the remainder of the year.
- The venture investment outlook for 2022 is significantly different than in 2021. KPMG Canada reports that venture capital investment in Canada slowed significantly by Q2 2022 as rising inflation and interest rates impacted investment. The outlook for the remainder of the year is a further slow down of investment in venture-capital-backed companies.
- Over 60 new businesses have been registered in the Program in 2022, and approximately 135 businesses have raised about \$85 M in investment under the Program to date (October 2022), which represents claims for \$25 M in tax credits (see Appendix 3 for tax credit investment raised to date in 2022).
- Despite the poor economic outlook, regional investment has been buoyant with over 30 businesses located outside Metro Vancouver and the Capital Regional District raising approximately \$12 M under the Program in 2022. Strong performing sectors have been clean-tech and agritech.
- Unlike 2021, when claims for tax credits exceeded the budget and new registrations were halted, in 2022 claims for tax credits are over \$25 M as of mid-October, leaving \$15.7 M in tax credits still available for investors for the remainder of the year.

Next Steps:

- The Program will continue to authorize new and existing registrant businesses to raise tax-credit-supported investment in the remainder of calendar year 2022, subject to the availability of the tax credit budget.

Attachment: Appendix 1 – Tax Credit Investment Raised - 2017 to 2021
Appendix 2 – Tax Credit Investment Raised by Sub-budget in 2021
Appendix 3 – Tax Credit Investment Raised to Date by Sub-budget in 2022

Appendix 1 – Tax Credit Investment Raised – 2017 to 2021

	2017	2018	2019	2020	2021	5-year Average
Total Amount of Equity Raised	\$116.4 M	\$106.8 M	\$115.7 M	\$114.0 M	\$185.1 M	\$128 M
Total Amount of Tax Credits Claimed	\$34.9 M	\$32.0 M	\$34.7	\$34.2 M	\$55.5 M	\$38 M
Number of Businesses that Raised Investment	250	215	234	214	240	231

Appendix 2 – Tax Credit Investment Raised by Sub-budget in 2021

Business Category	Tax Credit Budget Available	Tax Credits Claimed to Date	Amount of Tax Credit Available \$	Percentage of Tax Credit Budget Available %	Equity Raised
Business Creation	\$3 M	\$3 M	\$0.0 M	0%	\$10.0 M
Community Diversification	\$3 M	\$3 M	\$0.0 M	0%	\$10.0 M
Digital Media	\$5 M	\$5 M	\$0.0 M	0%	\$16.6 M
Clean Technology	\$7.5 M	\$7.5 M	\$0.0 M	0%	\$25.0 M
Equity Capital	\$20 M	\$37.0 M	(\$17.0 M)*	0%	\$123.5 M
Total	\$38.5 M	\$55.5 M	(\$17.0 M)	0%	\$185.1 M

*In 2021, the tax credit budgets were managed so that only the Equity Capital sub-budget, under which all businesses qualify, experienced tax credit claims over the budget limit.

Appendix 3 – Tax Credit Investment Raised to Date by Sub-budget in 2022**

Business Category	Tax Credit Budget Available	Tax Credits Claimed to Date	Amount of Tax Credit Available \$	Percentage of Tax Credit Budget Available %	Equity Raised
Business Creation	\$3 M	\$3 M	\$0.0 M	0%	\$10.0 M
Community Diversification	\$3 M	\$3 M	\$0.0 M	0%	\$10.0 M
Digital Media	\$5 M	\$1 M	\$4.0 M	40%	\$3.4 M
Clean Technology	\$10 M	\$3 M	\$7.0M	70%	\$10.1 M
Equity Capital	\$20 M	\$15.3 M	\$4.7 M	24%	\$51.0 M
Total	\$41.0 M	\$25.3 M	\$15.7 M	40%	\$84.5 M

**Data available up to October 12, 2022

BRIEFING NOTE
CROWN AGENCIES

Name: Innovate BC

Legislative Authority: *Innovate BC Act*

Mandate:

- Develop and deliver tools, resources, expert guidance, programs and initiatives that strengthen entrepreneurship development and increase company growth, accelerate technology commercialization, adoption and diffusion, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of underrepresented groups including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities.
- Build and maintain strategic partnerships with technology and innovation stakeholders in industry, academia, other governments and across regions in alignment with Government's strategic direction.
- Provide input into Government's development of technology and innovation policy, particularly related to program development.
- Government expects Innovate BC to make progress on the following items:
 - In collaboration with the Ministry and key partners, support the development of a Provincial vision for innovation that maximizes the generational opportunity to build the economy of the future; supports existing sectors of our economy to adopt technology and innovation to support sustainability, competitiveness and inclusion; and realizes the province's untapped human potential; and outline next steps for implementation;
 - Provide options on how to support the BC Fast Pilot program (a program that assists B.C. businesses to secure their first paying customer);
 - Continue supporting commercialization and adoption of tech solutions that support key industries in B.C.;
 - Provide options on how to support work placements (i.e. tech Co-op Grant Program and Innovator Skills Initiative) to prioritize placements for women, Indigenous people, people of colour and others currently underrepresented in B.C.'s tech sector, including baseline data on current representation; and
 - Work with the Province, the post-secondary system, industry and other private sector training providers to identify strategies and an implementation plan for British Columbians to pursue online courses to re-skill for the digital economy.
- Support Government in the implementation of strategic initiatives identified throughout the year that leverage technology and innovation to support economic recovery to:
 - Ensure that programs and initiatives align with Government strategic direction; and
 - Report on program outcomes using strong performance metrics.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Petter	Andrew	Chair	Order in Council	14-May-18	May 15, 2023
Stuckert	Donald	Vice-Chair	Order in Council	14-May-18	May 15, 2023
Chang	Li Ting (Jack)	Director	Order in Council	22-Jun-20	May 15, 2023
De Martin	Edoardo	Director	Order in Council	16-Jul-21	May 14, 2024
De Rosenroll	Emilie	Director	Order in Council	12-Jul-21	May 14, 2024
Esford	Lesley	Director	Order in Council	14-May-18	May 15, 2023

Fergusson	Michael	Director	Order in Council	14-May-18	May 15, 2023
Gill	Catherine	Director	Order in Council	14-May-18	May 15, 2023
Krysko	David	Director	Order in Council	14-May-18	May 15, 2023
Maine	Elicia	Director	Order in Council	22-Jun-20	May 15, 2023
Murphy	Gail	Director	Order in Council	14-May-18	May 15, 2023
Roemer	Thomas	Director	Order in Council	14-May-18	May 15, 2023
Sayani	Jameel	Director	Order in Council	12-Jul-21	May 14, 2024
Williams	Denise	Director	Order in Council	12-Jul-18	May 15, 2023
Sinclair	Geraldine	Ex-Officio Member	Order in Council	16-July-21	July 16, 2023

Appointments required:

- Benjamin Sparrow resigned from the Board in July 2022. A new Director may be appointed at any time. Innovate BC aims to have a list of recommended candidates this fall. The Innovate BC Act states that the board can consist of no more than 15 directors. The board currently has 14 directors.

Issues:

- **30 Days:** The Ministry is working on an agreement for Innovate BC to host the Integrated Marketplace Operations of the Integrated Marketplace Initiative (ZELDA).
- **60 Days:** Cabinet Confidences
- **90 Days:** The Ministry will be working with Innovate BC to better align Innovate BC programs and services with government priorities during the fall and winter.

Key Contact:

Raghwa Gopal
 President and CEO, Innovate BC
 604-683-2724
rgopal@innovatebc.ca

ISSUE NOTE

Issue:

- Innovation Commissioner role and appointment status

Background:

Role and appointment status

- Dr. Gerri Sinclair was re-appointed for a third term as B.C.'s Innovation Commissioner (IC) on July 16, 2022, by Order In Council for a one-year-term.
- The role was created in 2018 and previously occupied by Dr. Alan Winter.
- Dr. Sinclair's third term as IC ends on July 16, 2023 and intends this to be her final term.

Activities

- Over the past year, the IC has met with 535 stakeholders on key issues to support her mandate of promoting innovation across all sectors of B.C.
- Dr. Sinclair has provided numerous keynote speeches on various topics related to innovation. Most recently at events on topics including: The Rising Economy, Hydrogen Corridors in the Pacific Northwest, Superconducting Circuits and Qubits Workshop, and iCubed Summit.

Integrated Marketplace Initiative (see also note on IMI)

- The IC has led focused engagement on cleantech opportunities. She has met with 140 stakeholders, including 36 officials (such as the Minister of International Trade, Export Promotion, Small Business and Economic Development) and executives of federal departments and agencies (PacifiCan; Global Affairs Canada; National Research Council; Innovation, Science and Economic Development Canada).
- Stemming from this engagement, a cleantech-focused Integrated Marketplace Initiative (IMI) was launched in 2022 as a key deliverable of B.C.'s StrongerBC Economic Plan.
- IMI will bring together an alliance of groups operating at a single location or test bed to solve common business problems, such as improve efficiencies, reduce emissions, improve safety and promote the adoption of clean technologies.
- IMI will also help B.C. technology companies gain a homefield advantage and earn revenue.
- With an initial focus on the transportation sector, IMI is working with two test beds: a B.C. port and airport to design ways to address their common business problems and reduce their greenhouse gas emissions using made-in-B.C. technology solutions.

Next Steps

- The IMI will be a key focus of the IC through to the end of this fiscal year.
- In addition, the IC's latest mandate letter focuses on:
 - Supporting the innovation and technology-related priorities of the provincial government and the StrongerBC Economic Plan;
 - Continuing to form strong relationships across the tech and innovation sector;
 - Promoting B.C. as an innovation hub to attract and grow investment; and
 - Supporting the expansion of the web3/metaverse presence across B.C.

EXECUTIVE MEMBER BIOGRAPHY



Gerri Sinclair
B.C. Innovation Commissioner
Innovation, Technology and Investment Capital Division
Ministry of Jobs, Economic Recovery and Innovation

Gerri Sinclair was first appointed as B.C.'s Innovation Commissioner in July 2020 [[press release](#)]. She has a breadth of experience in senior leadership positions in the investment capital, digital media and information technology fields. She is also an Associate with the Creative Destruction Lab, a non-profit organization that delivers an objectives-based program to scale up seed-stage science- and technology-based companies.

Gerri is the former Managing Director at Kensington Capital in Vancouver, leading the \$100M B.C. Technology Fund. She was the founder of SFU's ExCITE Media lab, a Visiting Scientist at IBM Research, the founder/CEO of NCompass (acquired by Microsoft), a past President of the B.C. Premier's Technology Council and Chair of Canada's National Telecom Policy Panel.

Gerri was the Founding Director of the Centre for Digital Media's Master of Digital Media program in Vancouver and has served as Innovation Strategy Advisor at Vancity and Telefonica in Barcelona.

She has served on many government and corporate boards, including the Toronto Montreal Stock Exchange, the Vancouver Airport Authority, Telus Corporation, BC Telecom and Ballard Power, as well as Canada's Information Highway Advisory Council and the National Broadband Taskforce.

Gerri is the recipient of numerous awards as a leading woman in technology, including the prestigious Canadian Public Policy Forum Testimonial Award. She was named a member of "Vancouver Power 50", a BC Business "Woman of Influence" and among the Top 150 Women in Canada. She is the 2018 recipient of the BC Technology Association's Bill Thompson Lifetime Achievement Award and the 2020 Business in Vancouver Women in Business Lifetime Achievement Award.

ISSUE NOTE

Issue:

- The Quantum Algorithms Institute (QAI) was established on March 31, 2020, as an independent not-for-profit corporation to help grow B.C.'s quantum computing capabilities.

Background:

- The Provincial government committed \$17 M over 5 years to establish the Quantum Algorithms Institute in 2020 as a not-for-profit corporation with the goal to drive skilled job creation and economic development in the province.
- The funding is provided in annual conditional grants each year and likely to be extended over 6 years with no additional budget.
- The QAI mandate is to:
 - Assist current and future industry in British Columbia in the field of applied quantum computing in commercializing the products of their research and development;
 - Produce highly-qualified professionals in the fields of quantum computing, basic and quantum algorithms;
 - Establish an applied quantum computing ecosystem that features broad participation, an inclusive approach to core technology and is focused on building a critical mass of talent.
- QAI members' committed over \$2.1 M in cash and in-kind contributions in fiscal 2021, and will contribute further in kind and membership dues going forward.
- The Institute intends to be financially self-sustainable by the end of the period of conditional grants through commercial efforts, added memberships and partnerships, workshops, and public and private investments.
- QAI governance issues have prevented the organization from becoming fully operational, including two attempts to secure an Executive Director. The result has been a significant underspend of the conditional grants and only minor project activity since 2020.
- CEO (Interim): Louise Turner, Board of Directors: Stephanie Simmons (Chair), Photonic; Paul Gulyas, IBM Canada; Dugan O'Neill, SFU; ADM Tim Lesiuk, B.C. Government.
- Partnerships and programs undertaken to date include:
 - A partnership with Mitacs on a Quantum Internship Program for graduate students;
 - An MOU with the Pacific Institute for the Mathematical Sciences; and
 - An MOU with qBraid, delivered workshops with Western Transportation Advisory Council.
- Quantum computing represents the next major evolution of computing capability. While still pre-commercial, there is consensus that quantum computing holds the possibility of solving incredibly complex problems faster and with less energy than traditional computers.
- It is also expected to be able to solve problems that are too complex for even today's super computers.
- Experts believe that quantum computing will have applications in nearly every sector, including cybersecurity, mining, communications, healthcare, biology, chemistry and optimization problems that involve huge and complex data sets.

Next Steps:

- QAI will introduce their new office space at Simon Fraser University Surrey Campus this fall.
- The QAI Board is going through a stage of restructuring and realignment to the goals of the organization.
- A 2023/24 conditional grant will be negotiated with QAI taking into account the significant underspend on the two previous year's funding.
- A revised business plan was approved by the Board this summer and presented to the membership at the Annual General Meeting in September. A revised three-year strategic plan will be reviewed by the Board and submitted to government by the end of December.
- Stakeholder interest in QAI remains strong.
- Cabinet Confidences; Advice/Recommendations

ISSUE NOTE

Issue:

- Digital skills are a growing need for B.C. small and medium businesses to continue to compete in traditionally local business activities.
- The Digital Marketing Bootcamp has been offered to B.C. small and medium-sized enterprises (SME) to support businesses as they move to online sales to connect with local and global customers.
- The ministry is exploring a broader suite of digital skills programming that could be offered to B.C. small businesses and support the Future Ready: Skills for the Jobs of Tomorrow Plan.

Background:

- In 2019, feedback from the Small Business Venture Capital Tax Credit program informed the ministry regarding B.C. businesses' skills gap in the area of digital customer acquisition and digital marketing. According to this feedback, companies were having to spend already tight resources on training staff for these skills through inefficient or inexperienced resources in house. To corroborate this narrative, the ministry conducted further primary and secondary research to identify potential solutions.
- Ministry staff met with leaders at Alacrity Canada and learned that the organization had a curriculum under development for a digital marketing course. JERI invested \$175,000 to complete the bootcamp curriculum and pilot a first cohort in Victoria.
- The Digital Marketing Bootcamp teaches a variety of topics, including the pillars of digital marketing, keyword research, Google AdWords, email marketing, and conversion rates. With these skills, Bootcamp participants can position the organizations that they work for or own for successful growth online.
- The first Digital Marketing Bootcamp was delivered in September 2019, followed by a second in January 2020. The pilots included businesses, under-represented peoples and people already working in the field who wanted to improve their digital skills. The pilot also tested classroom and virtual delivery training modes.
- With curriculum, instructors and virtual teaching infrastructure in place, the program was expanded to support businesses pivot their operations online during the COVID-19 pandemic. The program was relaunched in November 2020 under StrongerBC as an 8-week virtual training program.
- Expanding the Digital Marketing Bootcamp programming delivers on the ministry mandate to “support people and businesses in the recovery from the COVID-19 pandemic by continuing to deliver initiatives that will directly support small businesses and build an inclusive economic recovery across B.C.”, while also supporting key goals under the StrongerBC Economic Plan, specifically Future Ready: Skills for the Jobs of Tomorrow Plan.
- To date, \$6 M has been invested in the Bootcamps:
 - Initial \$2 M in November 2020 in response to COVID-19.
 - An additional \$2.5 M in March 2021 based on positive feedback and excess demand.
 - Another \$1.5 M in March 2022 due to demand.
- The program will support approximately 8,240 businesses to acquire digital marketing skills to access other markets and connect with consumers online.
 - As of July 2022, over 6,500 students have registered.
 - The course is expected to be fully subscribed prior to March 2023.
- Tuition has been fully covered through StrongerBC funding for eligible B.C. businesses. Eligible businesses include those that are currently registered and operating in B.C. and employ less than 149

employees.

- To support diversity and inclusion, 30 percent of new seats have been reserved for Indigenous, Black and People of Colour, as well as regional businesses (outside Metro Vancouver and Capital Regional District). To date, under-represented groups and regional communities represent over 62 percent of business enrolment.

Next Steps:

- Next steps are to monitor enrolment and analyze program participant survey feedback.
- Current funding for the Digital Marketing Bootcamp will be fully exhausted by the end of fiscal year 2022/23. Cabinet Confidences; Advice/Recommendations; Government Financial Information
Cabinet Confidences; Advice/Recommendations; Government Financial Information
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- Cabinet Confidences; Advice/Recommendations

ISSUE NOTE

Issue:

- The Digital Technology Supercluster (DTS) is a federally created not-for-profit organization with more than 1000 industry partners, and a \$348 M fully committed portfolio of digital solutions.
- In its 2022 budget, Canada recapitalized and renamed its five Superclusters to “Global Innovation Clusters”. It committed \$750 M over six years and established a competitive process for the Superclusters to access this funding.
- DTS is expected to request a financial contribution from B.C. later this fiscal year in the range of \$25 M.
- Recently, DTS has started re-engaging with the Province to discuss B.C. priorities.

Background:

B.C. support for the Digital Technology Supercluster

- B.C. joined the DTS as a founding member in 2018 with a \$7.5 M commitment over five years.
- B.C.’s DTS annual membership (\$1.5 M per year) was paid by three ministries (HLTH = \$750,000; JERI = \$500,000; AEST = \$250,000).
- B.C.’s contributions to DTS helped fund about 20 training and capacity-building projects.
- Separately, in FY2021, B.C. invested \$7 M in DTS’s Canadian Tech Talent Accelerator project to support 1,400 to 2,000 Indigenous, Black, People of Colour and under-represented B.C. youth in a 15-week skills training & job placement program, part of the StrongerBC Future Leaders Program.
- B.C. currently has two seats on DTS’s Board of Directors:
 - Voting: ADM Tim Lesiuk, JERI, Innovation, Technology and Investment Capital Division.
 - Observer: ADM Ian Rongve, HLTH, Health Emergency Management Division.

Canadian support for the Digital Technology Supercluster

- In 2017, Canada announced a \$950 M Innovation Superclusters Initiative to fund five national clusters over five years; DTS received \$173 M of this funding between 2018-2023.
- In Canada’s Budget 2022, the initiative was renewed and renamed Global Innovation Clusters.
- DTS is currently competing with other clusters for \$750 M over six years from Innovation, Science and Economic Development Canada; results are expected later this fiscal year.

About the Digital Technology Supercluster

- DTS’s mission is to curate collaborations between organizations across Canada to create the best ecosystem for digital technology innovation.
- DTS co-invests in digital innovation projects that are transformative in nature; projects are undertaken by a consortium of partners that must include at least one small- or medium-sized enterprise, one academic or research partner and a target customer.

Digital Technology Supercluster Accomplishments

- To date, DTS has funded 84 projects for a total of \$348 M invested, including \$190 M from industry, with about 70% going to small- and medium-sized enterprises (SMEs).
- DTS-funded projects developed 153 new products/services, scaled 25 SMEs, led to 40 patents, built 415 partnerships, provided 2,100 jobs and created 6,500 skilling opportunities.

- Investments included: \$123 M digital health/\$71 M COVID health; \$81 M natural resources & environment; \$40 M talent & capacity; and \$33 M industry transformation.

Next Steps:

- B.C.'s current membership agreement and funding with DTS concludes in FY2023.
- As DTS re-launches, it is considering pivoting from its existing priority areas (digital health, industrial, natural resources & environment) to new priority areas, such as climate change. Digital health, capacity building and training will continue to be priorities.
- Once DTS has secured new federal investment, it is likely that DTS will request B.C. support.

ISSUE NOTE

Issue:

- An Intellectual Property (IP) Strategy for British Columbia is being developed to support companies to establish and protect their ideas and develop their companies in B.C.
- Parliamentary Secretary Brenda Bailey has a mandate commitment to: “Develop an intellectual property (IP) strategy to support more innovation and commercialization by B.C. companies, including a First Patent Program.”

Background:

- Over time, a larger portion of future economic growth in B.C. is going to come from a knowledge-based economy. IP has played a significant role in the growth of B.C.’s technology and innovation ecosystem to date. To continue this momentum IP needs to be more widely seen as a resource and core asset that businesses across all sectors must know how to develop and protect.
- B.C. will need a strong foundation of IP knowledge, expertise and tools so that companies in all sectors can diversify their workforce and skillsets to become globally competitive.
- Work on an IP strategy to date has included: research, internal stakeholder engagement with 10 Ministries or branches, and a memorandum of understanding (MOU) signed with the Federal Patent Collective Pilot in 2021.
- The Federal Government has selected the non-profit organization ‘Innovation Asset Collective’ (IAC) to manage a \$30 M program intended to assist small and medium-sized enterprises (SMEs) with their IP needs. The IAC will provide IP education and strategy, funding grants, and creation of a patent pool to acquire specific patents that would be available to members and be able to defend IP from third-party threats such as frivolous lawsuits that may be costly for a small firm to defend against.
 - In October 2021, B.C. signed an MOU with IAC to demonstrate joint-commitment and allow B.C. to be seen as an early supporter. B.C.-based organizations can receive access to education sessions and membership discounts with IAC, and this MOU will help share knowledge and recommendations as B.C. pursues its own strategy.
- In June and July of 2022, Parliamentary Secretary Bailey hosted 10 engagement sessions with 59 industry leaders to help ensure that the IP strategy meets the needs of B.C.’s tech and business ecosystem
 - Stakeholders and partners included representatives from technology and innovation businesses, Indigenous organizations, industry associations, business associations and post-secondary institutions.
- Preliminary themes in the “What We Heard” report included:
 - Companies described need for relevant training to understand and integrate IP more strategically into their business plans;
 - Companies and associations highlighted a need for IP expertise to be developed through post-secondary programs for services such as lawyers and accountants as well as through more traditional IP relevant programs such as sciences, engineering and business; and

- Post-secondary institutions are major drivers of research and innovation in B.C. and value from IP may be left unrealized. Companies and post-secondary representatives discussed needs for a better approach for collaboration between post-secondary institutions and industry in the joint development and commercialization of IP.
- To address what we heard, Cabinet Confidences; Advice/Recommendations
Advice/Recommendations; Cabinet Confidences; Government Financial Information

- A B.C. consortium application for \$20 M through the Federal ElevateIP, coordinated by InnovateBC and submitted by New Ventures BC on behalf of the consortium, would address initial needs regarding literacy and expertise – a Federal decision on funding is expected in fall 2022.

Next Steps:

- Based on what we heard through Advice/Recommendations; Cabinet Confidences; Government Financial Information
Advice/Recommendations; Cabinet Confidences; Government Financial Information

Cabinet Confidences; Advice/Recommendations

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ISSUE NOTE

Issue:

- The British Columbia Knowledge Development Fund (BCKDF) provides funding for research infrastructure at B.C. research post-secondary institutions.
- BCKDF funding is matched with funds from the Canada Foundation for Innovation (CFI).
- The Ministry works in collaboration with the Ministry of Advanced Education and Skills Training (AEST) where the capital budget is allocated (approximately \$40 M annually).
- Recent federal funding increases may provide an opportunity for BC institutions to apply for federal funding beyond the typical levels.
- The Ministry is working with the Research Universities Council of British Columbia (RUCBC) to identify potential funding approaches that would allow B.C. institutions to maximize their access to this incremental federal funding.

Background:

- The BCKDF was established in 1998 to fund capital investment in research facilities and lab equipment at public post-secondary institutions and affiliated hospitals and non-profit organizations.
- The BCKDF's objectives are to:
 - Maximize economic, societal, and environmental benefits of research infrastructure in B.C.
 - Promote excellence in research and the enhancement of research infrastructure in B.C.
 - Encourage increased collaboration among the province's post-secondary institutions, as well as between post-secondary institutions and industry; and
 - Improve B.C.'s ability to attract and retain high-quality researchers and skilled technicians.
- The BCKDF aligns its proposal intakes with those of the CFI.
 - Three "minor projects" intakes per year (e.g., small equipment).
 - One "major projects" intake every two to three years (e.g., full facilities).
 - Additional off-cycle intakes can occur when CFI has additional funding.
- CFI typically funds up to 40 percent of research infrastructure projects. The BCKDF typically funds up to 40 percent, and other funding partners provide cash or in-kind funding for the remainder.
- The BCKDF program accepts the scientific reviews managed by CFI and approves proposals if B.C. funds are available. Since the 2018 implementation of wide BCKDF criteria for "societal, environmental, or economic benefits for B.C." the program has not rejected any proposal approved by CFI.
- Between 1999 and 2021 the BCKDF awarded over \$850 M for facilities and equipment of nearly 1,600 research projects. Co-funding from the CFI and other funders amounted to \$1.5 B.
- The median BCKDF contribution is \$125,000 per project. Annual commitments have ranged from \$4 M in 2011/2012 to \$80 M in 2017/2018, depending on the type of CFI calls (major or minor competitions), the number of B.C. proposals, and their success rate.
- Awards per project have fluctuated from ~\$10,000 (small pieces of equipment early in the early days of the program) to over \$10 M for large facilities. Large projects may take several years to complete.
- The BCKDF is seen by post-secondary institutions as key to their ability to conduct world-class research, attract and retain talent in B.C., and make discoveries. Examples include:
 - The 4D-LABS at Simon Fraser University: An open-access core facility for fabricating and prototyping new engineered nano-materials in partnership with researchers and industry.

- TRIUMF located next to the University of British Columbia (UBC): Canada's particle physics facility. Through over 11 funding tranches, TRIUMF has grown to ~350 staff, has spun-off over five companies, and now produces life-saving medical isotopes for radiotherapies.
- The CAMTEC Centre for Advanced Materials and Technology at the University of Victoria: A core laboratory that has grown its capacity over time and is now open to both researchers and industry. It is becoming a key facility on Vancouver Island.
- Since 2012, projects funded by the BCKDF contributed to creating approximately 1,837 jobs (e.g., technicians, researchers, student jobs), 66 spin-off companies, 188 provisional patents, 49 granted patents, and 37 licensing agreements (as self-reported by the institutions for 2011 to 2020). In 2019/20, close to 3,250 students and post-doctoral fellows expanded their skills using the advanced infrastructure funded by the BCKDF. These trainees will become B.C.'s highly skilled personnel.
- The two coming years (2023 and 2024) will see large competitions happening within a short timeframe, this may require higher than normal provincial matching fund: 2023 is a "major competition" year, the CFI budget has been increased for two competitions under the federal biomanufacturing priority, and cyberinfrastructure.

Next Steps:

- BCKDF minor project proposals are incoming and are aligned with the timing of federal (CFI) co-funding decisions.
- Projects supported by the BCKDF can be announced in support of related government initiatives such as the proposed Life Sciences Strategy after their federal co-funding is confirmed.
- The Ministry is working with AEST and the RUCBC to propose approaches to manage this short-term opportunity to the advantage of B.C. Staff will bring forward recommendations in Fall 2022 for consideration.

ISSUE NOTE

Issue:

- The Future Ready: Skills for the Jobs of Tomorrow Plan (FRSP) is a critical contributor to affordability and sustainable economic growth and a pillar of the StrongerBC Economic Plan.
- AEST is the lead ministry for the FRSP with support from 18 ministries, including JERI.
- FRSP is expected to be released in ^{Advice/Recommendations}

Background:

- The 2021 Labour Market Outlook forecasts that B.C. will have one million job openings in the next decade. Nearly 80 percent of these job openings will require some form of post-secondary education or training.
 - This period of time is a significant opportunity for British Columbians to advance in the workforce as new, well-paying jobs become available due to retirements from the workforce of new business growth. Many of these people will need to learn new skills rapidly to take advantage of this time of transition.
 - Left unaddressed, some of these openings may go unfilled, leading to lost economic opportunity.
- Without intervention, B.C. will be short 83,000 workers over the next decade at a loss of up to \$9 B in potential GDP growth. Additionally, approximately a third of all jobs will be transformed by technology over the next decade, requiring workers to acquire new skills to meet evolving occupational requirements.
- Advice/Recommendations; Cabinet Confidences

- In the longer term, demographic changes will compound the labour shortage, and put more pressure on public services. The nature of work itself will continue to change, creating new opportunities and opening new doors.

- Advice/Recommendations; Cabinet Confidences

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Advice/Recommendations; Cabinet Confidences

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Next Steps:

Cabinet Confidences; Advice/Recommendations

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- As a key partner, JERI will continue to be engaged in all aspects of the Future Ready Skills Plan to ensure that our sectors are fully represented and supported.

ISSUE NOTE

Issue:

- The Cabinet Committee on Economy (CCE) considers such issues as clean and inclusive economic development, post-pandemic recovery and just economic transition.
- The Deputy Ministers' Committee on Economy (DMCE) reviews economic policy proposals and requests for legislation and recommends that they proceed for consideration by the Cabinet Committee on the Economy (CCE) or other Cabinet Committees.
- Review by DMCE is preceded by review from the Assistant Deputy Ministers' Committee on Economy (ADMCE).
- The Minister of Jobs, Economic Recovery and Innovation (JERI) is chair of CCE.
- JERI DM is chair of DMCE and the ADM Innovation, Technology and Investment Capital is chair of ADMCE.
- The ministry provides secretariat support to DMCE and ADMCE while Cabinet Operations provides secretariat support to CCE.

Background:

- DMCE provides advice and guidance to presenting ministries as they prepare their policy proposals for Cabinet consideration, including direction to conduct further analysis and/or consultation.
- DMCE's objectives are to:
 - Be an effective forum for information-sharing and peer review;
 - Improve overall quality of policy and program proposals; and
 - Ensure alignment with the goals and missions of the StrongerBC Economic Plan and other key strategies of government.
- DMCE endeavours to ensure that submissions going forward are high quality and include clear issue framing, thorough advice and comprehensive economic and policy analysis of the impacts that decisions may have.
- DMCE is supported by the ADMCE, which includes ADMs from ministries that are members of CCE.
- The Chair's ministry (JERI) provides secretariat support to both committees in the form of agenda preparation and meeting reports; advice and assistance to ministries preparing materials; and regular liaison with Cabinet Operations and the Planning and Priorities Secretariat on items with cross-government significance.
- Meets every 3 weeks (approx.)

DMCE Membership (as of September 2022)

DM, Ministry of Jobs, Economic Recovery and Innovation – **Chair**

DM, Ministry of Energy, Mines and Low Carbon Innovation – **Vice Chair**

DM, Office of the Premier

DM, Ministry of Agriculture and Food

DM, Ministry of Advanced Education and Skills Training

Assoc. DM, Environmental Assessment Office

Assoc. DM, Crown Agencies Secretariat

DM, Ministry of Environment and Climate Change Strategy

DM, Ministry of Finance

DM, Ministry of Forests
DM, Ministry of Indigenous Relations and Reconciliation
DM, Intergovernmental Relations Secretariat
DM, Ministry of Land, Water and Resource Stewardship
DM, Ministry of Labour
DM, Ministry of Municipal Affairs
DM, Ministry of Tourism, Arts, Culture and Sport
DM, Ministry of Transportation and Infrastructure

ADMCE Membership aligns with the membership of DMCE at the ADM level

Next Steps:

- The Secretariat maintains a forward calendar of meetings and proposed agenda six months in advance which is updated weekly.

ISSUE NOTE

Issue:

- Integrated Marketplace Initiative (IMI) will begin operating in fall 2022.

Background:

- The IMI was announced in February 2022 as a component of the StrongerBC economic plan.
- Initiated and championed by the Innovation commissioner, Gerri Sinclair, IMI is a three-year grant program administered in partnership with InnovateBC, with a unique advisory structure including potential buyers and sellers of innovative technologies.
- The purpose of the IMI is to speed up the adoption and scaling of innovation by 'pulling' it through creation of market demand.
- The IMI does this by creating a marketplace for buyers working in a single worksite (a test bed) to identify common business problems and form an alliance to source and test possible solutions.
- The test bed structure allows members to share the risk and cost of testing, assessing collective and individual benefit, and aggregating potential demand for successful solutions. Solution providers gain valuable feedback, potential new revenues, and B.C. reference customers.
- Solution providers will initially pilot their technologies through IMI, with Alliance members directly procuring successful solutions.
- IMI began work with two test beds in spring 2022: the Prince Rupert Port Authority (PRPA) and the Vancouver Airport Authority (YVR). Design workshops were held with test beds and their stakeholders to identify and prioritize common business problems related to reducing greenhouse gas emissions, increasing productivity, or improving safety.
- The PRPA and their partners have agreed that operational efficiencies are crucial for supply-chain resiliency and domestic competitiveness. YVR and their partners have agreed that overcoming technology barriers are critical to service expansion and transition to net-zero emissions.
- While IMI has started with two initial test beds focused on the transportation sector, the long-term vision is for marketplaces to be launched in other sectors, such as agriculture, forestry, the building sector, the marine sector and local governments. Development of a third test bed is contemplated for later in the program.

Next Steps:

- In August 2022, JERI posted a request for proposal for a third party to design the structure of processes of the IMI. A contract award is in progress.
- Cabinet Confidences; Advice/Recommendations
- With this funding confirmed, IMI activities are expected to expand in earnest this fall, including:
 - Formalization of alliances at PRPA and YVR; additional stakeholder engagement and

workshops leading to frameworks to support test bed data sharing.

- Implementation of the Integrated Marketplace Operator (IMO) to guide the day-to-day operation and governance of the test beds and their projects, including: data stewardship, technology and solutions sourcing, stakeholder management and results tracking. (It is expected the IMO will be housed within InnovateBC).
- Launching pilot projects selected by Alliance members to test solutions that address common business problems.
- Exploring funding partnerships, particularly with the Government of Canada, to help undertake additional pilot projects and grow the IMI program, expanding on the value of the Province's investment in these two initial test beds.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
INVESTMENT AND INNOVATION DIVISION

ADM Responsible: Paul Pawlowski

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs)

Responsible for developing and implementing the Life Sciences and Biomanufacturing Strategy to position B.C. as a worldwide hub in life sciences and to support the diversification of BC's economy.

Responsible for the management of the Major Investment's office with key functions that include:

- Assessment and analysis of investment opportunities
- Engagement with potential investors with viable project opportunities
- Customized support to enable the investment to advance in BC
- Support complex cross ministry/government activities or strategic initiatives
- Develop strategic partnerships to support investment matching
- Manage relationships with industry associations, investors and other investment focused stakeholders

Budget (\$000):

For the purposes of the Estimates, the budget for both the Investment and Innovation Division and the Innovation, Technology and Investment Capital Division are combined under the following Core Business Area:

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates ¹	2023/24 Plan	2024/25 Plan
Investment and Innovation Division	12,063	13,029	13,129	13,129

1. The division received a base budget lift of \$0.966 million in 2022/23 to implement the initiatives outlined in the Economic Plan

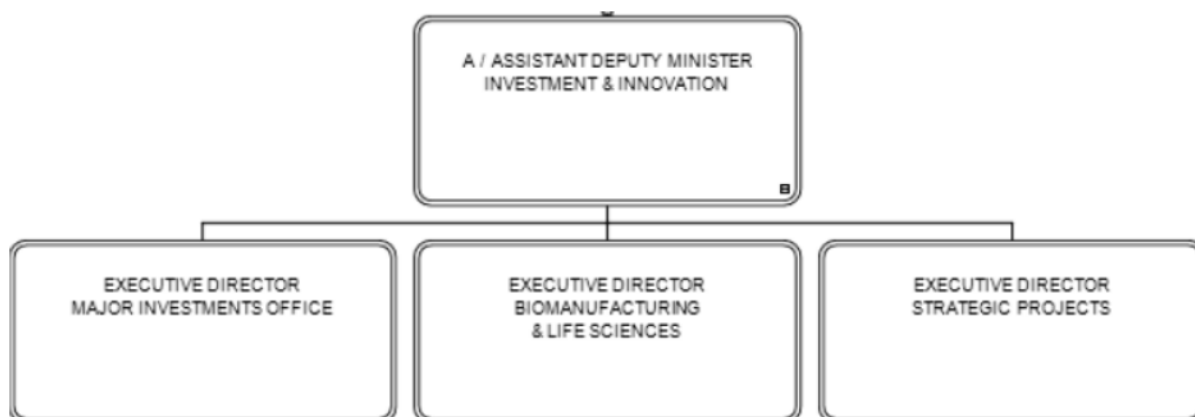
Full Time Equivalents (FTEs):

Average FTE burn for the period April 1- September 30, 2022 is 11 FTEs

Related Legislation:

N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Paul Pawlowski
Assistant Deputy Minister
Investment and Innovation Division
Ministry of Jobs, Economic Recovery and Innovation

Paul Pawlowski was the successful candidate in the ADM Investment Division competition, announced October 2022, and has been in the role of A/Assistant Deputy Minister since March 26, 2022. Previous to that, he was the Executive Director of the Major Investments Office within JERI, starting in December 2020.

Prior to joining government, Paul spent 14 years in the private sector, where he worked at Ernst & Young as a management consultant, and at Pinnacle Renewable Energy (now Drax) in various senior roles. His experience includes corporate development, mergers and acquisitions, corporate finance, engineering, managing capital projects, energy management, and stakeholder relations. He has also worked with various industries including forestry, mining, agritech, biosciences and manufacturing among others.

Paul holds an MBA from the Schulich School of Business, and a bachelor's degree in Chemical Engineering from the University of Toronto.

Investment and Innovation Division Executive Director Biographies

Major Investments Office

Supports large investors (typically \$100+ M project capex) across all sectors of the economy. Support services include: site selection, permitting mapping, indigenous relations engagement, facilitating investor regulatory agency contact and understanding, etc. A new focus for the Branch involves the detailed assessment of business plans and financial models of those investors requesting direct provincial support for projects.

- A/Executive Director: Sean Darling
- Started in Government: 1993
- In Current Position Since: 6+ months, with Major Investment Office since 2012.

Life Sciences and Biomanufacturing

The Life Sciences and Biomanufacturing team is leading the development and implementation of the Life Sciences and Biomanufacturing Strategy and is supporting related key initiatives in other ministries. The focus of the strategy is to advance B.C.'s innovative life sciences ecosystem by building on the sector's strengths and enabling the continued growth of production and export focused products and services to support the province's vision to develop a cleaner, more resilient, knowledge-based economy.

- Executive Director: Maija Duffy
- Started in Government: 2007
- In Current Position Since: 2021

Strategic Projects

This position is responsible for leading strategic corporate projects and initiatives that have a cross-ministry component and typically involve participation from senior executives because of a sensitive cross-over between public service and political levels. It also includes participating on the Major Investments Office team, taking on individual major investment projects. This involves acting as a dual advocate - supporting high potential investors to navigate the government system while, concurrently, ensuring all regulatory processes are adhered to and strategic government commitments are honoured. The role includes providing proponents with creative advice and cross-government expertise and working with senior colleagues across government to facilitate prospective major investments.

- Executive Director: Vacant
- Started in Government: N/A
- In Current Position Since: N/A

ISSUE NOTE

Issue:

- Life Sciences and Biomanufacturing Strategy

Background:

- Prior to, and throughout the pandemic, B.C.'s life sciences companies have earned international recognition for new technologies and treatments that are being used around the world.
- Virtually every COVID-19 vaccine candidate that reached late-stage development in 2020 used components that were consulted, initiated, developed, or manufactured by a B.C. company or scientist.
- B.C. is developing a strategy to build on this important work, to further grow the life sciences sector, and to support the economic plan vision to develop a cleaner and more inclusive economy.
- Advice/Recommendations
- Creating a Life Sciences and Biomanufacturing Strategy is a key pillar in the StrongerBC Economic Plan and will help position B.C. as a worldwide life sciences hub by nurturing new talent, developing new lab space, leveraging the research capacities of B.C.'s post-secondary sector, and supporting employment across the sector.
- Cabinet Confidences; Advice/Recommendations

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Next Steps:

- Cabinet Confidences; Advice/Recommendations
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ISSUE NOTE

Issue: Cabinet Confidences; Advice/Recommendations

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Background: Cabinet Confidences; Advice/Recommendations

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Next Steps: Cabinet Confidences; Advice/Recommendations

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BRIEFING NOTE
CROWN AGENCIES

Name: InBC Investment Corp. (InBC)

Legislative Authority: *InBC Investment Corp. Act*

Mandate:

- InBC is a provincial crown corporation, established by the province of British Columbia, through the *InBC Investment Corp Act* in May of 2021. InBC was created to manage a \$500-million strategic investment fund that will invest in funds and ventures to generate financial returns and achieve social, economic and environmental returns for the people of British Columbia.
- InBC's mission is to lead with impact, investing in innovation to catalyze a sustainable and inclusive future in B.C. InBC will offer patient, additive capital to B.C.'s economy by investing in early stage and later stage ventures – directly and through funds – while working collaboratively with other funders and ecosystem partners.
- Investment returns will be measured using an impact measurement and management framework to ensure that each investment opportunity provides both financial returns and positive outcomes for the people in B.C.
- InBC will make investments that achieve a financial return and support the social, economic, and environmental policy objectives of the government of B.C. InBC has defined its investment objectives to align with four of the six missions identified in B.C.'s economic plan.

Table 1: Economic Plan Mission vs InBC Investment Objective

Economic Plan Mission	InBC Investment Objective
Building Resilient Communities	Elevating Inclusive Communities: Investing in solutions to address inequalities and improve outcomes for people and communities in B.C.
Advancing True, Lasting & Meaningful Reconciliation with Indigenous Peoples	Advancing Reconciliation: Investing in solutions to strengthen partnerships and generate economic opportunities for Indigenous Peoples in B.C.
Meeting B.C.'s Climate Commitments	Driving Climate Action: Investing in innovation to build climate resilience and catalyze the transition to net zero in B.C.
Fostering Innovation Throughout B.C.'s Economy	Innovating For the Future: Investing in innovations and industries to prepare for future jobs and growth in B.C.

- InBC incorporates global impact investing standards to screen for investments that can demonstrate and measure how impact and inclusivity is embedded in their business models to deliver financial returns and align with its impact objectives.
- The Minister of Jobs, Economic Recovery and Innovation and the Minister of Finance are the shareholders of InBC.
- InBC submits annual reports as required by the *Budget Transparency and Accountability Act* as well as an annual report regarding its investments to the Ministers responsible for InBC for tabling in the

Legislature. InBC's legislation also requires an external review by an independent third party every five years.

- InBC was created by repurposing an existing Crown Corporation, the BC Immigrant Investment Fund (BCIIF). All the assets and responsibilities of the BCIIF have been transferred to InBC.
- Jill Earthy joined InBC as its Chief Executive Officer in December of 2021. Leah Nguyen joined as Chief Investment Officer in April 2022. InBC plans on building its organization to 23 employees over the next 2 years.
- InBC is also the sole shareholder of a subsidiary corporation, the BC Renaissance Capital Fund Ltd. (BCRCF), which holds venture capital investments in British Columbia's technology sector.

The BCRCF, through its two portfolios of venture capital investments (Portfolio 1 and BC Tech Fund), makes capital available to B.C. technology companies by investing in venture capital funds and co-investing in B.C. companies. Portfolio 1 and the BC Tech Fund have concluded their investment periods and are not making any new investments. These portfolios continue to be administered by InBC. The Board of Directors of the BCRCF are Bobbi Plecas and Heather Wood.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Wood	Heather	Director	Order in Council	26-Nov-20	September 30, 2024
Plecas	Bobbi	Director	Order in Council	26-Nov-20	September 30, 2024
Bergeron	Christine	Chair	Order in Council	05-May-21	September 30, 2023
Campbell	Kevin	Director	Order in Council	05-May-21	September 30, 2024
Leong	Ingrid	Director	Order in Council	05-May-21	September 30, 2025
Lougheed	Glen	Director	Order in Council	05-May-21	September 30, 2023
Trottier	Suzanne	Vice Chair	Order in Council	05-May-21	September 30, 2025
James	Carol	Director	Order in Council	05-May-21	September 30, 2023
Ivanova	Iglika	Director	Order in Council	05-May-21	September 30, 2024

Appointments required:

- No appointments are required within 90 days.

Issues:

30 Days:

- InBC's Investment Policy Statement (IPS) was publicly released on October 4th with a coordinated communications strategy. InBC will be conducting outreach and promotion throughout October and November regarding the release of the IPS.
- Advice/Recommendations; Government Financial Information
-

60 Days:

- Advice/Recommendations
- Cabinet Confidences

90 Days:

- Investments will continue to flow following the initial investments in late 2022.
- InBC is drafting its Annual Service Plan for 2023/24 which will need review and sign-off.

Key Contact:

Jill Earthy
CEO, InBC Investment Corp.
604-762-4732

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Jeff Vasey, Office of Mass Timber Implementation

Core Business/ Program Area Description/Critical Business Processes:

- The Office of Mass Timber Implementation (OMTI), created in November of 2020, supports a cross-government initiative across 15 ministries to accelerate the use of mass timber¹ from niche to mainstream.
- OMTI developed and is implementing the Mass Timber Action Plan (MTAP), a bold, carbon-friendly, market transformation strategy that builds up domestic demand for mass timber to create the pre-conditions for new and increased investment in value-added manufacturing of mass timber.
- This ultimately increases international demand for B.C. products and talent as B.C.'s construction market alone is too small to maximize the economic and climate benefits of an emerging mass timber sector.
- The MTAP supports the forestry sector's transition from a focus on high volume to the high value use of B.C. fiber.
- The MTAP is supporting systemic change in three sectors: forestry, manufacturing, and land development/ construction bringing meaningful change for British Columbians by:
 - Expanding market adoption of building materials that achieve climate targets;
 - Providing opportunities to a workforce transitioning to low-carbon, emerging green technology;
 - Helping transform B.C.'s forestry sector to meet the needs of the future; and,
 - Supporting meaningful reconciliation with Indigenous communities through co-development of mass timber initiatives.
- The MTAP complements existing government programs and links to cross-government strategies such as the StrongerBC Economic Plan, CleanBC, Modernizing Forestry Policy in B.C., and the forthcoming Future Ready Skills Plan, and Industrial & Manufacturing Strategy.
- Since launching in 2020, OMTI has built momentum in expanding the market for mass timber:
 - Demonstrating mass timber in action.
 - Funding demonstration projects through Forest Investment Innovation.
 - Requiring publicly funded capital project to consider mass timber: ESG Capital Framework.
 - Enhancing and advancing the system of technical rules and tools.
 - Developing new tools for carbon accounting.
 - Research on physical and environmental performance of mass timber.
 - Authorizing 22 early adopter communities to approve 12 storey mass timber buildings in collaboration with Ministry of Attorney General.
 - Expanding mass timber education and ongoing professional development.
 - Creating new mass timber micro-credentials and mid-career training programs at BCIT, in collaboration with the Ministry of Advanced Education and Skills Training.
 - Showcasing B.C.'s leadership advantage in mass timber innovation.
 - Participating in the International Mass Timber Conference in Portland, Oregon.
 - Cabinet Confidences; Advice/Recommendations

¹ Mass timber products are solid, structural load-bearing components such as columns, beams and panels. Engineered for strength, they are typically manufactured off-site by fastening multiple layers of smaller dimension wood together with glue, dowels or nails. This approach means that large diameter trees are not needed to make mass timber. They have a fire and seismic performance similar to concrete and steel.

Budget (\$000):

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates ²	2023/24 Plan	2024/25 Plan
Office of Mass Timber Implementation	N/A	2,476	2,476	2,476

1. No base budget was provided to OMTI in 2021/22. The program was funded through ministry base budget savings in FY22 as a result of COVID-19 impacts.
2. A base budget lift was received beginning in 2022/23. The Estimates budget for OMTI is included under Trade and Industry Development and has been presented here for informational purposes only

- In FY23, the Ministry received a base budget lift of \$2.620M (\$2.476 under Trade and Industry Development and \$144,000 for corporate support) for the OMTI.
- In addition, \$2M (from contingencies) transferred from TIDD budget to Forest Investment Innovation for Mass Timber Demonstration Program which is administrating its third annual intake of project submissions.

Full Time Equivalents (FTEs):

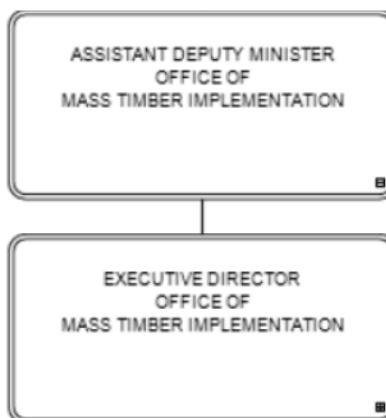
FTE burn for the period April 1 –September 30, 2022 is 13 FTEs

OMTI has been working to hire up to their approved complement of 18 FTEs.

Related Legislation:

N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Jeff Vasey
Assistant Deputy Minister
Office of Mass Timber Implementation
Ministry of Jobs, Economic Recovery and Innovation

Jeff Vasey was appointed Assistant Deputy Minister of the Office of Mass Timber Implementation in May 2020 to lead the development of the Mass Timber Action Plan. The Plan is the first of its kind in the world, and will move BC's Mass Timber sector from niche to mainstream.

Over Jeff's 27 year career with the BC Public Service, he has led several large, transformative public policy initiatives including: the Tuition Waiver Program for Former Children in Care, the BC Access Grant, regulatory change for six storey Wood Frame Residential Construction and province-wide water conservation through mandating low flush toilets, and generated new public policies on consumer protection for home buyers and administrative justice for strata owners, renters and owners.

Jeff has led high performing teams designated as Top 10 offices in the BC Public Service, as well winning several Premier's awards for Innovation, Partnerships and Evidence-based policy.

Jeff was the Assistant Deputy Minister, Housing and Construction Standards from 2011-2016, and the Assistant Deputy Minister, Post-Secondary Policies and Programs Division from 2017-2020. Jeff is a graduate architect with a Bachelor of Architecture and Bachelor of Environmental Studies.

Office of Mass Timber Division Executive Director Biographies

Office of Mass Timber Implementation

Responsible for developing and implementing the Mass Timber Action Plan (MTAP) in collaboration with 15 ministries. MTAP is a bold, carbon-friendly, market transformation strategy to build up domestic demand for mass timber ultimately to create the pre-conditions for new and increased investment in value-added manufacturing.

- Executive Director: Jarrett Hutchinson
- Started in Government: 2009
- In Current Position Since: 2020

ISSUE NOTE

Issue:

- The Province is investing in research, construction demonstration projects, education and manufacturing efficiencies to accelerate the use of mass timber in B.C.

Background:

- Office of Mass Timber Implementation developed and is implementing the Mass Timber Action Plan (MTAP), a bold, carbon-friendly, market transformation strategy that builds up domestic demand for mass timber to create the pre-conditions for investment in value-added manufacturing of mass timber. Currently, mass timber is not being used widely in North America.
- The MTAP is a strategy supporting systemic change in three sectors: forestry, manufacturing and land development/ construction through investments in Mass Timber Demonstration projects, research, and education, manufacturing, and communications initiatives.
- Since 2020, the Province has invested \$14.37 M to accelerate the use of mass timber in construction from niche to mainstream.
 - 2020/21 \$9.7 M
 - 2021/22 \$4.67 M

Mass Timber Demonstration Program

- Since 2020, \$5.4M has been invested in the Mass Timber Demonstration Program.
 - Intake 1: \$3.68 M spent in 2020/21 (\$3 M JERI, \$0.68 M FII)
 - Intake 2: \$1.699 M spent in 2021/22
 - Intake 3: In process
- For more detail, see Appendix 1.

Investments in Research

- Since 2020, \$3.39 M has been invested in research.
 - \$1.89 M spent in 2020/21
 - \$1.50 M budgeted in 2021/22
 - (\$0.29 M JERI Contract budget)
- To date, 55 research projects have been completed or are underway. Outcomes include:
 - Improved ability to estimate the environmental impact of buildings during the design phase.
 - A more robust business case for mass timber and more accurate costing tools.
 - Advances in prefabrication manufacturing technology, e.g.:
 - Creating a robotic finishing line that scans mass timber component surfaces for defects and product improvement opportunities and wraps for transportation and construction site handling. (Kalesnikoff Mass Timber Inc., Castlegar).
 - Developing a software platform for designing, engineering, fabricating and installing mass timber structures. (StructureCraft Ltd., Abbotsford).

Investments in Education, Manufacturing, and Communications

- Since 2020, \$4.49 M has been invested in education, manufacturing, and communications.
 - \$3.66 M spent in 2020/21
 - \$830,000 budgeted in 2021/22
 - \$0.4 M JERI – Supply Chain Grant
- Outcomes include:
 - New BCIT programs and curriculum on mass timber including a well-subscribed micro-credential program.
 - Expansion of pre-fabrication manufacturing facilities and technology.
 - Communicating B.C.'s position as a leader in mass timber innovation (FII), including:
 - Mass timber -specific content in FII's naturallywood website, such as case studies, technical guides and research summaries.
 - Trade show booths that highlight B.C.'s mass timber sector.

Capital Projects (see Attachment 2)

- The Province continues to invest directly in mass timber through capital projects using the Environmental, Social and Governance Framework for capital buildings (ESGFC).
- The ESGFC includes four priorities that must be considered for all new capital projects: labour objectives, CleanBC objectives, providing new childcare spaces, and construction with mass timber.
- Capital ministries will be required to complete a needs assessment for new projects that considers all four priorities in the ESGFC. Not every capital project will be constructed out of mass timber, but mass timber will be prioritized and considered for most new projects using the ESGFC.
- By investing in capital projects, the Province is leading by example and demonstrating the use and advantages of mass timber.
- OMTI provides 6 capital ministries with advice and guidance on mass timber projects.
- To date 15 buildings have been announced, and 14 others have been approved or are in business case development.

Next Steps:

- Intake 3 grant recipients of the Mass Timber Demonstration Project to be announced in February/March 2023.
- Ongoing technical support for key capital projects using mass timber.
- Ongoing research to support construction sector shifts to embrace Mass Timber innovation.

Mass Timber Demonstration Program - Intake 1 (7 projects)



BentallGreenOak (Canada) LP—2150 Keith Drive (\$500,000)

This 10-storey mixed use building will demonstrate an **innovative use of timber brace framing to withstand the effects of earthquakes** in a tall building application. The design combines commercial space with social spaces such as child care and wellness areas.



Reliance Properties Ltd.—837 Beatty (\$500,000)

A six-storey mixed use commercial building that demonstrates an innovative use of mass timber-steel hybrid design to **renovate a historic building**. Built on top of an existing two-storey historic warehouse, the four-storey mass timber addition will provide more density and new commercial office space for the area. This project demonstrates mass timber's **lightweight advantage when it comes to building on top of existing structures**.



District of Saanich—Fire Station #2 (\$500,000)

The redevelopment of Fire Station #2 will demonstrate how mass timber can be used in a post disaster building designed to withstand emergencies. The fire station is **one of the first mass timber buildings in Canada to target a zero-carbon building standard while being fully equipped for post-disaster response**. It will serve as a **demonstration project and template for future post-disaster buildings**.



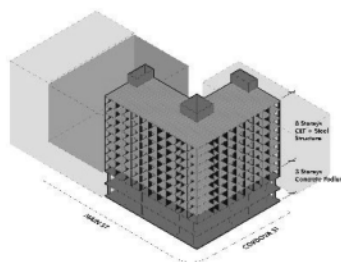
Westbank—Prototype (\$500,000)

This 21-storey rental building will demonstrate mass timber-steel-concrete use in a tall building. The project will demonstrate cost-effective design solutions using materials for their highest value. Learning from the project will be shared as open source. **The developers are aiming for the City of Vancouver's Zero Emissions Building Plan standard.**



First Nations Health Authority—Metro Vancouver HQ (\$500,000)

This six-storey building will demonstrate institutional use of mass timber supporting health and cultural activities. The design will expose as much mass timber as possible to evoke the plank house tradition of the Coast Salish people; space will be used for First Nations Health Authority employees as well as social spaces for gatherings, cultural activities and education. **The building will target Rick Hansen Foundation certification for accessibility.**



Happy Harvest Inc.—Main & Cordova (\$475,000)

This 11-storey multi-family residential building will demonstrate the use of **mass timber-steel hybrid for affordable rental buildings**. The proposed design includes 120 affordable homes as well as a learning space and community theatre.



Faction Projects—The Exchange (\$137,000)

This four-storey hybrid mixed-use building will **demonstrate the feasibility of local trades, rather than factories, to produce mass timber panels**. Local mass timber panel production using available suppliers and trades will **create local jobs and reduce supply-stream risks**. This project will also be used to educate the insurance and lending industry on mass timber to reduce premiums associated with **mass timber buildings**. Developers will pursue Step Three of the BC Energy Step Code, the highest level for buildings of this type in the Okanagan.

Mass Timber Demonstration Program - Intake 2 (5 projects)



P. Rock Ltd.—*Monad Granville* (\$500,000)

Located in downtown Vancouver, this nine-storey mixed-use retail and multi-family residential building will be the **first of its kind to demonstrate the use of mass timber and advanced prefabrication techniques and scalable industrialized solutions** to address climate change and housing affordability.



Castlegar and District Chamber of Commerce—*The Confluence* (\$250,000)

This combined tourist information centre, technology incubator, chamber of commerce office and meeting facilities will be the **only Passive house certified institutional building in B.C.'s interior, with cross-laminated timber (CLT) panels manufactured within 17 kilometres of the building site.**



Forefront Communities Ltd.—*MAN 6* (\$246,000)

A three-storey mixed use commercial industrial building that demonstrates a hybrid mass timber-concrete application in a **tight urban infill site to provide more density** and new commercial office space in the Mount Pleasant area of Vancouver.



L'Alliance Française de Vancouver—*L'Alliance Française* (\$195,000)

First of its kind for a 4-storey assembly occupancy building and designed to the **equivalent of LEED Gold**, this four-storey community and cultural centre will demonstrate some of the first uses of mass timber in an assembly occupancy building in the City of Vancouver with exposed wood throughout the building's interior.



Kelowna International Airport Terminal Expansion – Phase 1
(\$500,000)

This project will showcase the benefits of mass timber and a high degree of prefabrication, accelerating construction schedules and addressing the unique challenge of building while the Kelowna airport continues to operate.

Appendix 2: Mass Timber Demonstration Projects – Timelines (to be updated November 2022)

	Project Owner	Project Name	City	Grant success	Groundbreaking	Mass Timber On-site Start Date	Building Completion	Intake
1	L'Alliance Francaise	L'Alliance Francaise	Vancouver	Apr-22	Advice/Recommendations			2
2	First Nations Health Authority	Metro Vancouver Office	North Vancouver	Apr-21				1
3	Castlegar + District CoC	The Confluence	Castlegar	Apr-22				2
4	Faction Projects	760 Vaughan Avenue	Kelowna	Apr-21				1
5	P. Rock Ltd.	Monad Granville	Vancouver	Apr-22				2
6	Reliance Properties	837 Beatty Street	Vancouver	Apr-21				1
7	Forefront Communities Ltd.	MAN 6	Vancouver	Apr-22				2
8	District of Saanich	Fire Station #2 Redevelopment	Victoria	Apr-21				1
9	Happy Harvest	Main and Cordova	Vancouver	Apr-21				1
10	Kelowna Intl Airport	Kelowna Airport Expansion	Kelowna	TBD				2
11	Bentall Green Oak	2150 Keith Drive	Vancouver	Apr-21				1
12	Westbank	Prototype	Vancouver	Apr-21				1

Appendix 3: Capital Projects

Project Name	Location	Project Status	Mass Timber Description	Announced/not announced
UVIC Student Housing	Victoria	Under construction	Hybrid Mass Timber	Announced
BCIT Student Housing	Burnaby	Design Planning	MT Tall Wood	Announced
Okanagan College Student Housing	Kelowna, Vernon, Salmon Arm	Design Planning	Mass Timber	Announced
UVIC Engineering & Computer Science Expansion	Victoria	Design Planning	Hybrid Mass Timber	Announced
BCIT Trades & Technology Complex	Burnaby	Design Planning	MT structure -2 buildings MT elements - 1 building	Announced
North Island College Student Housing	Courtenay	Design Planning	Mass Timber	Announced
Capilano University Student Housing	North Vancouver	Design Planning	Mass Timber Dining Hall	Announced
University of the Fraser Valley Student Housing	Abbotsford	Design Planning	Hybrid Mass Timber	Announced
Royal Roads University West Shore	Langford	Design Planning	Hybrid Mass Timber	Announced
UVIC National Centre for Indigenous Laws	Victoria	Design Planning	Hybrid Mass Timber	Announced
VIU Student Housing	Nanaimo	Design Planning	Mass Timber	Announced

Advice/Recommendations

Project Name	Location	Project Status	Mass Timber Description	Announced/not announced
Advice/Recommendations				
Begbie Elementary	SD39 – Vancouver	Construction	2-storey mass timber school with CLT walls, floors, and roof panels.	Announced
Bayview Elementary	SD39 – Vancouver	Construction	2-storey school with roof designed with CLT panels, CLT walls, and hybrid steel-CLT beams where 2nd second floor cantilevers over ground level.	Announced
Ta'talu Elementary	SD36 – Surrey	Tender	Hybrid design: steel and concrete central core with mass timber classroom wings featuring steel deck and concrete floor.	Announced
South Langford Elementary	SD62 – Sooke	Design	3-storey mass timber school with CLT walls, floors, and roof decking.	Announced

Advice/Recommendations

Project Name	Location	Project Status	Mass Timber Description	Announced/not announced
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Advice/Recommendations

1766 Frances Street, Vancouver	Vancouver	Construction		Announced
1190 Burrard Street, Vancouver	Vancouver	Construction begins Q1 2022		Announced
Capstone project, Kelowna	Kelowna	Construction; occupancy 2023		Announced January 2022

Advice/Recommendations

ISSUE NOTE

Issue:

- Leveraging B.C.'s leadership advantage in Mass Timber innovation to scale up a made in B.C. Mass Timber sector.

Background:

Manufacturing:

- Mass timber got an early start in Canada. As a result, current market share is more than 6 times higher than all of the United States.
- North American mass timber manufacturing capacity is expected to double by 2025. The Mass Timber Action Plan states that B.C. is likely to see up to the equivalent of 10 new mid-sized factories in B.C. by 2035.
- B.C. is home to the largest number of mass timber panel and glulam manufacturing facilities in Canada.
- B.C. is home to 8 of Canada's 17 manufacturing facilities (others are in Alberta, Manitoba, Ontario and Quebec).
- The 8 B.C. manufacturers include:
 - 3 established companies that produce mass timber panels (2 also produce glulam).
 - 3 additional companies that produce panels as needed for their own building projects.
 - 2 additional companies that produce glulam.

Buildings:

- B.C. is home to a total of 313 mass timber projects (260 completed projects, 29 projects under construction, and 24 projects in the planning process).

Exports/Imports:

- In the past, anecdotal reports have suggested that 50-70% of mass timber product manufactured in B.C. is exported.
- New international HS codes¹ for CLT, glulam and engineered structural timber products were introduced in January 2022. This will provide a clearer picture of mass timber trade in future years, considering the time for border classifications to adjust to new codes. Data reliability is expected to improve over 2022 and into 2023.

Advice/Recommendations

- Depending on the price of lumber in B.C., mass timber has been imported from Europe or the United States at a lower price than B.C. producers could offer.

Advice/Recommendations

^[1] HS codes are a part of the Harmonized Commodity Description and Coding System, an international goods classification system developed by the World Customs Organization, and used by Canada to classify imported and exported goods.

Advice/Recommendations

- Equipment needed to fabricate mass timber panels has to be imported from Europe as equipment is not manufactured in North America.

Jobs:

- 1,105 jobs in B.C. were estimated to be mass timber related (as of March 2021).
- Modelling suggests that by 2035, B.C.'s mass timber sector could be worth \$403 M, supporting over 4,000 direct and indirect jobs. This includes 1,880 jobs in technology, forestry, engineering, and design, and 2,350 jobs in mass timber manufacturing.

Workforce:

- There are several workforce challenges and most align with broader construction sector trends:
 - Insufficient technical knowledge for finance and lending, insurance and bonding, property management, marketing and leasing, property valuation, and appraisal operators to justify supporting mass timber.
 - Labour shortages exist for: specializing in logistics management, the operation and programming of highly specialized and imported machinery, and industry-specific design, sales, and management software. In response, B.C. manufacturers are recruiting skilled and experienced workers from Europe to meet demand.
 - Insufficient knowledge and capacity for local government staff (including building inspectors) to evaluate and approve mass timber construction.
 - Lack of the project management and planning expertise to successfully complete mass timber projects among general contractors.
- New post-secondary programs have been established to address many of these challenges:
 - BCIT: Introductory Studies in Mass Timber Construction (micro-credential)
 - BCIT: Construction of Mass Timber Structures (associate certificate)
 - BCIT: Whole-Building Life Cycle Assessment Professional (micro-credential)
 - UNBC: Mass Timber Development (micro-credential)
 - UBC: Advanced Topics in Timber Structures (graduate level course)

Next Steps:

- There is opportunity to grow the mass timber economic sector in B.C., leveraging B.C.'s recognized leadership in Mass Timber innovation on the international stage.

ISSUE NOTE

Issue:

- The Office of Mass Timber Implementation (OMTI) released the Mass Timber Action Plan (MTAP) in April 2022. MTAP is a bold, carbon-friendly, market transformation strategy to build up domestic demand for mass timber ultimately to create the pre-conditions for new and increased investment in value-added manufacturing.

Background:

- The MTAP was developed with industry consultation, preliminary discussions across government, input from thought leaders on the Mass Timber Advisory Council, and policy analysis by the OMTI.
 - The MTAP complements existing government programs and links to cross-government strategies such as the StrongerBC Economic Plan, CleanBC, Modernizing Forestry Policy in BC, Advice/Recommendations
 - Launched in spring 2022, the MTAP is supporting systemic change in three sectors: forestry, manufacturing, and land development/ construction bringing meaningful change for British Columbians by:
 - Expanding market adoption by increasing the use of mass timber, improving rules, promoting a culture of innovation in the construction sector, and profiling mass timber around the world:
 - Through leading-edge, innovative projects, B.C. has inspired taller, bigger, and smarter mass timber buildings around the world;
 - Over 300 mass timber buildings are completed or underway in B.C. – the most in Canada;
 - As of mid-2021, B.C. manufacturers have the production capacity to manufacture about a quarter of the leading types of mass timber in western North America; and
 - OMTI is the first government office of its kind anywhere in the world dedicated to growing a new mass timber economy.
 - Providing opportunities to a workforce transitioning to low-carbon, emerging green technology to contribute to CleanBC goals:
 - Conventional construction is a huge environmental polluter, responsible for almost a third of B.C.'s carbon footprint - mass timber is much less emission intensive than other building materials.
 - By sequestering carbon, mass timber reduces the embodied carbon of B.C.'s building stock,
 - Mass timber can match or exceed the structural performance of concrete and steel - while reducing carbon emissions by up to 45%.
 - Mass timber will help transform B.C.'s forestry sector to meet the needs of the future by developing the mass timber workforce, improving competitiveness, exploring spin-off industries, and expanding domestic and international markets.
 - Mass timber supports the forestry sector's transition from a focus on high volume to the high value use of B.C. fiber, helping to build a vibrant new clean and inclusive economic base.

- Mass timber production can deliver up to seven times the economic value when compared to milling logs for lumber.
- Mass timber will create new job and career opportunities in areas such as digital design, software development, robotics and logistics.
- OMTI has begun ^{Advice/Recommendations; Intergovernmental Communications}
Advice/Recommendations; Intergovernmental Communications

- The following table summarizes ministries with mandate commitments that directly reference mass timber:

Ministry	Mandate Letter Commitment
Ministry of Jobs, Economic Recovery and Innovation	Lead the Office of Mass Timber Implementation and, with support from the Minister of Forests advance the mass timber action plan.
Ministry of Advanced Education and Skills Training	Support the work of the Minister of Jobs, Economic Recovery and Innovation to invest in innovation clusters, with a focus on emerging industries where B.C. companies have developed the early lead – such as life sciences, emergency management technology, engineered wood, clean tech , artificial intelligence, and quantum and virtual reality technologies.
Ministry of Finance	Enhance the Treasury Board capital review process to ensure that public projects deliver on the priorities of government , including ensuring that projects are assessed based on their ability to, where possible, provide opportunities to create new childcare spaces, use mass timber , include Community Benefit Agreements and assist in meeting our CleanBC targets .
Ministry of Forests	Lead the transition of our forestry sector from high-volume to high-value production, increasing the value-added initiatives of our forest economy , including by making mass timber a priority in public buildings moving forward. Support the Minister of Jobs, Economic Recovery and Innovation to advance the mass timber action plan.

- Additionally, there are four Ministries that have construction related mandate commitments with opportunity for linkages to mass timber (Attorney General, Energy, Mines and Low Carbon Innovation, Environment and Climate Change Strategy, Municipal Affairs).
- There are also five ministries that identify capital commitments with opportunities to use mass timber (Citizens' Services, Education, Health, Children and Family Development, Tourism, Arts, Culture and Sport).

Next Steps:

- The MTAP is a 10-year multi-sectorial transformation plan moving mass timber from niche to mainstream. Annual workplans focus policy and program initiatives to support a more diverse and sustainable forest sector, with more values-added manufacturing, more domestic markets for forest products, and more opportunities to co-develop economic opportunities with Indigenous Peoples.

ISSUE NOTE

Issue:

- Mass Timber Advisory Council (MTAC) is a strategic discussion forum to provide advice and guidance on the Province's Mass Timber Action Plan (Terms of Reference – Attachment 1).

Background:

- Chaired by the Honourable George Chow, Minister of State for Trade, MTAC consists of 16 B.C.-based thought leaders from local government, First Nations, engineering, architecture, development, research, and forest product manufacturing.
- Established on April 7, 2021, MTAC meets as a full council twice annually.
- Additionally, working groups of the MTAC are formed to provide input and expertise on specific topics. To date, the Indigenous engagement working group has met to provide on the co-development of the Indigenous engagement strategy.
- Membership is evolving as thought leaders retire or move on to other opportunities.

Table 1 – Mass Timber Advisory Council membership as of September 15, 2022

Name	Organization
Government and Regulators	
Terry Teegee, Regional Chief	British Columbia Assembly of First Nations
Robert Phillips, Elected Member	First Nations Summit Political Executive
Brian Frenkel, President	Union of BC Municipalities
Tim Ryce, Chief Building Official	City of North Vancouver
Engineering and Architecture	
Andrew Harmsworth, Principal	GHL Consultants
Derek Newby, Principal	Diamond Schmitt Architects
Michael Green, Founder	Michael Green Architects
Paul Fast, Founder	Fast+Epp
Industry	
Anne McMullin, President & CEO	Urban Development Institute
Dan Battistella, President	Interior Lumber Manufacturers' Association
Jeff Bromely, Wood Council Chairperson	United Steelworkers Canada
Karla Fraser, Construction Manager	Hive Projects Inc.
TBD	BC Council of Forest Industries
Research & Education	
Claire Huxtable, Senior Analyst	ERA Forest Products Research
Dr. Guido Wimmers, Associate Professor Chair	Master of Engineering Program, UNBC
TBD	WoodWORKS! BC
Tom-Pierre Sénéclauze-Frappé	Pembina Institute
Ex-officio	
Jeff Vasey, ADM	Office of Mass Timber Implementation
Michael Loseth, President & CEO	Forestry Innovation Investment

Next Steps:

- The council is well positioned to highlight the opportunities and challenges of expanded use of this emergent technology. Each thought leader is an ambassador for change in support of shifting to mass timber as a material of choice in construction and development.

Mass Timber Advisory Council Terms of Reference

October 2022



Office of
Mass Timber
Implementation

1.0 Background

Mass timber can generate more value from B.C. forest resources by supporting a shift from high-volume to high-value production, and drive clean innovation within B.C.'s land development and construction sectors. It has the potential to create opportunities for local workers, strong partnerships with First Nations, quality economic growth and contributions to achieving B.C.'s climate change targets. Multiple upcoming government strategies plan to profile mass timber to advance a range of provincial policy goals.

The Office of Mass Timber Implementation (OMTI) is tasked with transitioning the use of this new technology from niche to mainstream. As a cross-government leadership hub positioned within the Ministry of Jobs, Economic Recovery and Innovation, OMTI coordinates policy levers and statutory authorities distributed throughout various Ministries to increase acceptance of mass timber construction by accelerating demand to stimulate supply.

2.0 Purpose and Scope

The Mass Timber Advisory Council (MTAC) is established to act as a strategic discussion forum and sounding board to inform and provide advice on the implementation of B.C.'s cross-government and cross-sectoral Mass Timber Action Plan.

The purpose of the Action Plan is to build up domestic demand and supply as a platform for:

- a) establishing B.C. as a North American leader in the production and use of mass timber, and
- b) building up international demand for B.C. product and talent, as B.C.'s construction market is too small alone to drive the desired economic and climate impacts.

MTAC's cross-sectoral thought-leaders are well positioned to highlight the opportunities and challenges to the development and expansion of mass timber as a material of choice.

MTAC will leverage the considerable experience and knowledge of members representing a broad range of interests related to mass timber. Through discussion and consultation members will:

1. Identify and advise on strategic issues, trends and emerging priorities in the development, construction and forest products manufacturing sectors relevant to successful use of mass timber.
2. Review, inform, and validate the key actions to implement the Mass Timber Action Plan.
3. Be ambassadors within their respective sectors as champions of mass timber implementation.

To move mass timber from **niche to mainstream**, the Province will focus on **accelerating demand to stimulate supply**.

Key areas for discussion include the 7 objectives of the Mass Timber Action Plan:

1. Demonstrate mass timber in action
2. Enhance and advance the system of technical rules and tools
3. Catalyze construction sector innovation
4. Celebrate B.C.'s high-performance building successes
5. Expand mass timber education and prepare the workforce
6. Strengthen inclusive, sustainable economic development
7. Amplify climate action with low carbon building materials

Priorities related to the implementation of these objectives will be evaluated annually.

3.0 Membership

MTAC members are drawn from First Nations, local government, and the development, construction and forest products manufacturing sectors.

Minister Ravi Kahlon is the elected official with the mandate to lead the development and implementation of B.C.'s Mass Timber Action Plan. Honourable George Chow, Minister of State for Trade, is the chair of MTAC with staff support provided by OMTI.

Provincial government ex-officio members who will be a resource for MTAC include:

- Jeff Vasey, ADM, Office of Mass Timber Implementation
- Michael Loseth, CEO, Forest Innovation Investment

Distinct from MTAC, focused project teams will be created to achieve specific actions. These teams will have interest-based participation and be populated by a cross section of subject matter experts within ministries and external to government, as appropriate.

4.0 Governance and Reporting

MTAC operates through consensus, with opportunity to engage and receive input from all participating members.

MTAC is not a decision-making council. There is no expectation of a final report with recommendations to government. The key benefit of MTAC meetings is frank and open discussion with the Chair. There will be a high-level Record of Discussion document after each meeting noting consensus, advice or any challenges.

5.0 Meetings and Participation

Meetings will occur once per year or as needed and will normally be scheduled for two to three hours. The Chair may also occasionally request ad hoc meetings and/or input from the members via email or short teleconference on emerging or time-sensitive issues.

All meetings will be either videoconferencing or teleconferencing with the option for face to face when possible. Cost to participate will be covered by the MTAC members or the organization they represent. Travel expenses are the exception. They will be reimbursed as per the BC Public Service guidelines, if requested by members.

MTAC members may send an alternate from the organization they represent, if required. The member and the alternate are responsible for relaying information between one another and, as needed, with the organization they represent. Members or alternates are expected to possess the knowledge and ability to speak to agenda items relevant to the organization they represent. Likewise, they are expected to connect with and recommend other thought leaders who could add value to the conversation. MTAC may, from time to time, benefit from participation of additional representation. All invitations for alternates and guests are at the discretion of the chair.

6.0 Confidentiality

Members are encouraged to share overall themes of conversations with their respective organizations and will be provided guidance if some discussions are deemed confidential. If uncertain, members are encouraged to seek advice from OMTI around any specific details they may wish to communicate more broadly. More formal agreements of confidentiality may be required for select topics (such as any proposed legislative amendments).

ISSUE NOTE

Issue:

- Measuring growth of the B.C.'s emerging Mass Timber sector will require using complex metrics to indicate changes across multiple systems.

Background:

- Mass timber is an emerging technology.
- Mass Timber Action Plan (MTAP) initiatives will:
 - Scale up and make this emerging sector more economically viable;
 - Measure the growth and market expansion of this sector;
 - Validate and ground truth bold claims and misconceptions about this new technology; and
 - Increase confidence for decision-makers' and developers' using mass timber with better empirical information.
- Building more mass timber projects and gathering data will:
 - Support business confidence to attract new investment into B.C. based manufacturing technology.
 - Enable the Province to validate and communicate the broader societal and financial benefits of mass timber construction.
 - Highlight the economic and climate advantages of using prefabricated building components.
 - Clarify risks and benefits of mass timber buildings to better inform investors, insurers and underwriters.
- Currently, measuring the growth of this emerging sector is challenging:
 - Data is scarce and often difficult to verify.
 - This building technology does not fit neatly into existing categories and metrics of construction, development, or innovation.

Service Plan Metric:

- JERI's metric for the 2022/23 Service Plan is: square metres of floor area in newly constructed buildings that incorporate mass timber in one or more primary structural systems.
 - Structural systems are defined as roofs, floors, walls and building shafts.
 - This acknowledges that mass timber buildings are often hybrid, especially in high seismic areas.
- This metric will enable OMTI to compare the amount of mass timber used in B.C. from year to year and to compare data with international reporting (WoodWorksUS).
- This measure captures only one aspect of mass timber market growth and does not capture the complex interplay of actions proposed in the Mass Timber Action Plan.

Environmental, Social Governance Framework for Capital Buildings:

- Mass timber is one of four policy areas (in addition to labour objectives, CleanBC targets and childcare spaces) that is prioritized in the Ministry of Finance's (FIN) Environmental, Social and Governance Framework for Capital (ESGFC), which enhances the Treasury Board review process for capital projects.
- ESGFC mass timber metrics are intended to demonstrate the uptake of mass timber in capital

projects over time. These are:

- structural system for which mass timber has been used (wall, roof, floor, core);
 - floor area if mass timber used; and
 - type of building.
- Cabinet Confidences; Advice/Recommendations

Next Steps:

Future Growth Metrics:

- Emerging metrics being explored include:
 - Increase in number of public sector buildings using mass timber (see ESGFC, above).
 - Reduction in wood waste from construction in B.C.
 - Increase in economic value per square metre of harvested timber.
 - Percent increase in construction projects that use building information modeling (BIM), prefabrication and modular design.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
SMALL BUSINESS AND ECONOMIC DEVELOPMENT

ADM Responsible: Chris Rathbone

Core Business/ Program Area Description/Critical Business Processes:

The Small Business and Economic Division advances a strong, sustainable economy that supports broad-based prosperity through informed economic policies and initiatives that support:

- Competitiveness and innovation,
- Community transition and regional and rural economic initiatives,
- Small business sector development, and
- The transformation of data into knowledge for the benefit of citizens, businesses and government in British Columbia.

Division Objectives include:

- Small businesses have access to tools, programs and supports to assist them to establish, scale-up and grow, innovate and create good jobs,
- Government decision-making on priority issues is supported by relevant and reliable cross-government data and information,
- Regional development and engagement including inclusive economic recovery,
- COVID-19 Grant Programs, and
- Regional /Rural economic development and diversification

Budget (\$000):

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Small Business and Economic Development	7,454	7,454	7,454	7,454
Regional Development	27,391	27,391	27,391	27,391

Full Time Equivalents (FTEs):

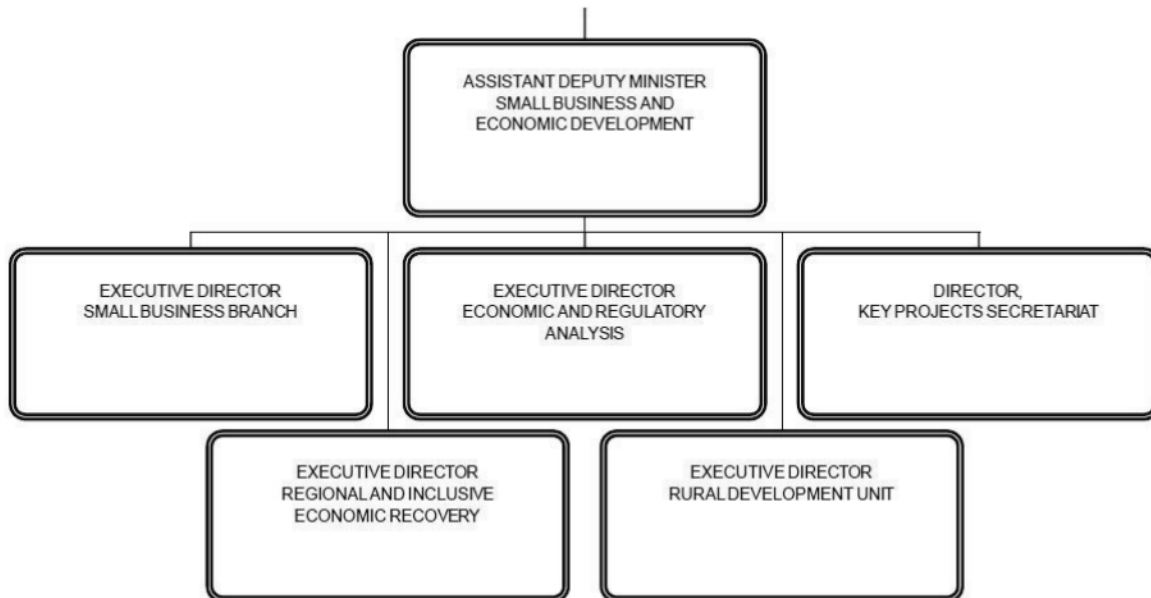
For the FTE burn for the period April 1 – September 30, 2022:

Small Business and Economic Development = 39 FTEs

Regional Development = 43 FTEs

Related Legislation: N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Chris Rathbone
Assistant Deputy Minister
Small Business & Economic Development Division
Ministry of Jobs, Economic Recovery and Innovation

Chris Rathbone has more than fifteen years of experience in progressively senior roles in B.C.'s public sector. In his current role as Assistant Deputy Minister, Small Business & Economic Development, Chris provides strategic and executive leadership for Government's programs supporting B.C.'s small business community, regulatory and economic analysis and rural and regional economic development.

In his previous role as Assistant Deputy Minister of the Public Sector Employers' Council Secretariat, Chris was responsible for the strategic coordination of labour relations activities across the provincial public sector, leading collective bargaining activities, as well as managing and implementing excluded employee compensation policy. Chris is a trustee serving on the board of the Municipal Pension Plan, and has sat on the boards of various public sector employers' associations.

In addition to his work in the Public Service, Chris has also spent time working at a major B.C. Crown Corporation and an Independent Office of the Legislature.

Economic and Regulatory Analysis Branch

Supports policy development by providing fact-based economic (and other) analysis and advice to government; maintains B.C.'s Regulatory Reform framework to monitor and address regulatory burden on people and businesses, and reports annually on government-wide regulatory improvements; provides operational and strategic support for non-government advisory bodies such as the StrongerBC Young Leaders Council; and advances initiatives that support industry development and business growth and scale-up opportunities through the delivery of supplier development training.

- Executive Director: Angelo Cocco
- Started in Government: February 2009
- In Current Position Since: March 2014

Small Business Branch

Supports the small business sector, focusing on projects and priorities that continue to ensure small businesses are well positioned and supported in their efforts to establish, build resiliency and grow. A strong small business sector supports new jobs and helps build a sustainable and innovative economy.

- Executive Director: Debbie Smollett
- Started in Government: 2010
- In Current Position Since: 2021

Regional and Inclusive Economic Recovery Branch

Supports the active participations of regions as well as Indigenous, rural and remote communities in established and emerging economic sectors. In addition, coordinates Indigenous engagement initiatives within the ministry and collaborates on Indigenous economic development activities in partnership via the Joint Office with the Ministry of Indigenous Relations and Reconciliation. Lastly, leads regional economic initiatives on behalf of the Ministry, including supports for three economic trusts and one service delivery crown corporation.

- Executive Director: Tejindar (TJ) Parhar
- Started in Government 2002-2012/2016-present
- In Current Position Since: 2021

Regional and Rural Development Unit

Advances regional and rural economic development through on-the-ground advisory services, rural economic development and forest worker programs, rural data analysis, and cross-agency policy leadership/expertise. Comprised of two integrated branches with a total staff of approximately 40 FTEs.

1) Regional Economic Operations Branch (staff located in regions across B.C.)

- Provides on-the-ground economic development and recovery support for Indigenous and Non-Indigenous rural communities.

- Supports and advises communities on:
 - Economic Development Capacity
 - Business Development and Investment Attraction
 - Indigenous Economic Development
 - Rural Resident Attraction and Retention
 - Community Transition and Economic Recovery Services

2) Rural Policy and Programs Branch (Victoria based staff)

- Develops and implements rural focused funding programs and initiatives to enable economic development, diversification, and recovery from sector downturns and climate disasters.
 - Leads on coordination of programs to support communities and workers impacted by Old Growth deferrals, in collaboration with Ministry of Advanced Education and Skills Training and Ministry of Labour.
 - Incorporates a Rural Considerations policy lens in policy and program development throughout government. Develops data analysis tools and completes targeted research to inform decision makers on rural needs.
-
- a/Executive Director: Kimberly Reid
 - Started in Government: December 2006
 - In Current Position Since: September 6, 2022

ISSUE NOTE

Issue:

- Small and Medium Sized Business Grant Recovery Program (SMSBRG), Circuit Breaker Business Relief Grant Program (CBBRG) and COVID-19 Closure Relief Grant Program (CRG) Evaluation

Background:

Cabinet Confidences

-
- Over \$500 M of grant funding was provided to over 33,000 businesses across the three grant programs.
- The ministry is currently working with Internal Audit and Advisory Services from the Office of the Comptroller General to complete an audit of the SMSBRG and CBBRG programs.
- In March 2022, MNP LLP (MNP) was the successful proponent to an RFP to perform an evaluation of the effectiveness and outcomes of all three grant programs. MNP was also involved in the pre-implementation Financial Risk and Controls Review (FRCR) of the SMSBRG program.
- The scope of work for the evaluation includes:
 - Collecting and analyzing information from grant applicants and recipients, professional service providers, grant program staff and decision-makers, and other stakeholders through online surveys, case studies, one-on-one interviews, group interviews and program documentation review;
 - A jurisdictional scan comparing with similar grant programs across Canada;
 - Sharing success stories and innovative practices approved for public use; and
 - Providing the ministry with a report that analyses the qualitative and quantitative data, highlights areas for improvement, includes a logic model for future programming and a discussion of the findings.
- The phases to the evaluation are as follows:
 - Phase 1: Project Initiation and Planning (Advice/Recommendations)
 - Phase 2: Information Gathering (Advice/Recommendations)
 - Phase 3: Reporting (Advice/Recommendations)
- MNP has requested two timeline extensions due to delays which the ministry has deemed to be reasonable. These requests have been approved.

Next Steps:

- MNP has completed all program staff and partner interviews.
- An online survey was sent on August 29, 2022 to grant applicants and recipients,

adjudicators, professional service providers and other stakeholders. The deadline for completing the survey was September 19, 2022.

- As of September 20, 2022, MNP received over 5,890 completed surveys out of over 30,000 possible responses, including over 410 from professional service providers. Over 1,469 businesses agreed to further in-depth interviews.
- Advice/Recommendations

ISSUE NOTE

Issue:

- External Audit for the Small and Medium Sized Business Grant Recovery Program (SMSBRG) and the Circuit Breaker Business Relief Grant Program (CBBRG).

Background:

- The Ministry of Jobs, Economic Recovery and Innovation, Small Business & Economic Development Division, launched three grant programs to help small and medium-sized businesses recover from the economic impacts of the COVID-19 pandemic from October 2020 to February 2022.

- Advice/Recommendations

-

- On August 22, 2022, the ministry issued a Request for Proposal (RFP) for an independent third-party service provider to perform an audit of the SMSBRG and CBBRG grant programs. Advice/Recommendations; Legal Information

Advice/Recommendations; Legal Information

A contractor is underway to be finalized by November.

- The scope of work for the audit includes collecting and analyzing information from grant recipients, concluding on compliance, recommendation of recovery, and providing the ministry with a final report by Advice/Recommendations
- The audit seeks to address the following:
 - Small and Medium Sized Business Recovery Grant Program
 - Advice/Recommendations

-

-

Advice/Recommendations

- Circuit Breaker Business Relief Grant:
 - Advice/Recommendations

■

- Advice/Recommendations; Cabinet Confidences

Next Steps:

- Advice/Recommendations
- Advice/Recommendations
- Advice/Recommendations

ISSUE NOTE

Issue:

- Small Business Grant Programs (COVID-19)

Background:

- The Ministry of Jobs, Economic Recovery and Innovation (the Ministry), Small Business & Economic Development Division, launched three grant programs to help small and medium-sized businesses recover from the economic impacts of the COVID-19 pandemic from October 2020 to February 2022.
- The Small and Medium Sized Business Recovery Grant (SMSBRG) program provided grants of \$10,000 to \$30,000 for B.C. businesses and an additional \$5,000 to \$15,000 for tourism-related businesses to fund their economic recovery plans.
 - The program was announced September 17, 2020, launched on October 9, 2020, expanded on December 23, 2020 and March 4, 2021, and closed for applications on July 2, 2021.
 - 25,631 SMSBRG applications were submitted, of which 22,618 businesses (88 per cent) received funding.
 - More than half of all grants were valued at \$15,000 per business, with around 3,400 businesses receiving \$10,000, and around 8700 businesses receiving up to \$45,000.
 - More than 190,000 employees and contract staff were supported.
 - Funding was provided to 1,266 Professional Service Providers, such as accountants and bookkeepers, to help 19,000 businesses gather documentation and develop recovery plans.
- The Circuit Breaker Business Relief Grant (CBBRG) program provided grants of \$2,000 to \$20,000 to fitness, hospitality and accommodation businesses impacted by the March 31, 2021 Provincial Health Officer (PHO) orders and the April 23, 2021 *Emergency Programs Act*.
 - The program was announced on April 8, 2021, launched on April 13, 2021, expanded to include short term accommodation on April 26, 2021 and closed for applications on June 4, 2021.
 - 12,431 CBBRG applications were submitted, of which 9,808 businesses (79 per cent) received funding.
 - Almost 78 per cent of all grants were valued at \$10,000 per business, with close to 17 per cent of businesses receiving \$4,000, 2 per cent receiving \$2,000 and 2.5 per cent receiving \$20,000.
 - More than 200,000 employees and contract staff were supported.
- The COVID-19 Closure Relief Grant (CRG) program provided grants of up to \$20,000 to nightclubs, lounges, gyms, fitness centers, adult dance centers and event venues impacted by the December 22, 2021 PHO orders and the January 10, 2022 extension of those orders.
 - The program was announced December 23, 2021, launched on January 12, 2022, expanded on January 19, 2022 and February 10, 2022 and closed for applications on February 28, 2022.
 - Initial grant funding of up to \$10,000 was available to gyms, lounges, nightclubs, and event venues. The grant was expanded up to \$20,000 for only nightclubs, lounges,

and event venues impacted by the January 19, 2022 PHO order to remain temporarily closed until February 16, 2022. Gyms that were allowed to re-open were still capped at \$10,000.

- 1,721 CRG applications were submitted, of which approximately 73% were from gyms, fitness and adult dance businesses, around 18% were event establishments and 9% were bars, nightclubs and lounges.
- Of total applicants who chose to self-identify, close to 60 or almost 3.5% of applicants were Indigenous and close to 670 or almost 40% were women.
- More than 10,000 employees and contract staff were supported.

Table 1: Number of Businesses Supported by Economic Region

Economic Region	Number of Businesses Supported		
	SMSBRG	CBBRG	CRG
Cariboo	426	281	26
Kootenay	587	448	50
Mainland/Southwest	16,045	5,633	608
Nechako	98	56	7
North Coast	165	112	8
Northeast	129	123	11
Thompson-Okanagan	1,893	1,338	128
Vancouver Island/Coast	3,275	1,817	204
TOTAL	22,618	9,808	1,042

Note: Many businesses applied to more than one grant program, therefore regional numbers include overlap

Table 2: Summary of total expenditures by program area for 2020/21 and 2021/22

Program Area	2020/21	2021/22	Total
SMSBRG Grants	\$88,005,000	\$349,081,000	\$437,086,000
SMSBRG Professional Services & Admin ¹	\$4,994,779	\$25,597,992	\$30,592,771
SMSBRG Program Total	\$92,999,779	\$374,678,992	\$467,678,771
CBBRG Grants Program Total	-	\$88,700,000	\$88,700,000
CRG Grants	-	\$4,852,333	\$4,852,333
CRG Professional Services & Admin	-	\$83,538	\$83,538
CRG Program Total	-	\$4,935,871	\$4,935,871
Total Small Business Grant Program Spend	\$92,999,779	\$468,314,863	\$561,314,642

¹ CBBRG administrative cost is included with SMSBRG

Next Steps:

- These programs are now complete. All ongoing work is focused on wrap up and audit.
- Advice/Recommendations; Cabinet Confidences
- A contractor will be finalized by November for an external audit of SMSBRG and CBBRG with a target report by date of Advice/Recommendations
- There is no program budget for 2022/23 for any of the three grant programs.

ISSUE NOTE

Issue:

- Overview of the proposed Food Delivery Service Fee legislation

Background:

- In December 2020, the B.C. Government put in place a temporary fee cap on third party food delivery service fees to support struggling restaurants, using powers in the *Emergency Program Act* (EPA) and the *COVID-19 Related Measures Act* (CRMA).
- The fee cap was renewed December 20, 2021 for one year and expires on December 31, 2022.
- Restaurant industry stakeholders have requested the government continue to extend or make permanent the food delivery service fee cap.
- Cabinet Confidences; Advice/Recommendations
-
-
- Stakeholder consultations have been ongoing with restaurant industry associations and the three main food delivery service providers.

Next Steps:

Order in Council:

Advice/Recommendations; Cabinet Confidences

- The legislation will come into force by regulation of the Lieutenant Governor in Council.
- Program implementation is targeted for January 1, 2023, Advice/Recommendations
Advice/Recommendations

ISSUE NOTE

Issue:

- Small Business Programs and Engagements

Background:

Small Business BC (SBBC)

- Small Business BC (SBBC) is the province's client-facing service provider support for the small business sector, with a focus on projects and priorities that continue to ensure small businesses are supported in their efforts to establish, build resiliency and grow.
 - SBBC provides services to business clients in person at the Vancouver office location and in all regions of the province through a toll-free telephone service, seminars, webinars, email and local events.
 - SBBC also hosts the annual Small Business BC Awards, a province-wide contest that celebrates the important contributions of entrepreneurs to local communities and beyond.
- SBBC is a not-for-profit organization that provides guidance, support and resources for small businesses in areas such as export-import, e-business, registration, planning and market research.
- SBBC is funded by the provincial and federal governments and through its own revenue funding streams.
 - The province's current three-year contribution agreement (\$2.383 M) expires March 31, 2023. Work is underway to consider options past the contract expiry date.
 - The current contribution agreement includes annual financial support of \$0.686 M plus additional funding of \$0.325 M for B.C. Business COVID-19 support services in 2019/20 and 2020/21.
 - Both the Province and federal government permanently sit as ex-officio members on the SSBC Board of Directors.
- SBBC works with local organizations such as local chambers, economic development organizations, business improvement associations and Community Futures, to increase its reach across B.C.
- SBBC took on a key role in the delivery of the B.C. Small and Medium Sized Business Recovery Grant Program during 2020/2021:
 - Managing the relationship between eligible businesses and expert service providers who assisted businesses in the development of unique recovery plans, and
 - Has been a key partner in the delivery of pandemic-related support through the B.C. Business COVID-19 Support Service.

StrongerBC - Small Business Diversity and Inclusion Action Plan

- There are 510,700 small businesses in the province., representing 98 percent of all B.C. businesses.
- Currently, BC Stats does not collect or have significant access to baseline data on diversity and inclusion of small businesses compared to other jurisdictions.
- Underrepresented groups in B.C. struggle to access the business supports they need to successfully start and grow businesses, face perceived barriers and are often disproportionately impacted by economic downturns and events like the COVID-19 pandemic.
- As part of the StrongerBC Economic Plan's overarching goal of Inclusive Growth, the ministry is currently developing the Small Business Diversity and Inclusion Action Plan (the Action Plan) which

supports government's foundational principles of lasting and meaningful reconciliation, equity and anti-racism, accessibility, and building a strong, sustainable economy that works for everyone.

- Actions to address challenges faced by underrepresented groups with comprehensive supports are under consideration.

General Supports for Businesses

- In addition to providing support for SBBC and the Small Business Roundtable, other programs and initiatives include Small Business Week proclamations, events and programming; Business Permits and License Information (BizPaL); Mobile Business Licence (MBL); and the annual Small Business Profile and several resource guides for entrepreneurs, among others.
- JERI coordinates the annual provincial cross-ministry responses to the BC Chamber of Commerce's Policy and Procedure Manual and engagement sessions with senior government officials.
- JERI has several initiatives in place to support businesses including financing (InBC and the Small Business Venture Capital Tax Credit), expanding connectivity (with Northern Development Initiative Trust), export and trade (Export Navigator), and starting and expanding B.C. businesses (InnovateBC).
- Other ministries also offer programs and resources that support small businesses, including taxes and regulation, business registration, skills training, government procurement, CleanBC incentives, tourism, forestry and agriculture programs.

Next Steps:

Small Business BC (SBBC)

- Decision on next steps for SSBC.

StrongerBC - Small Business Diversity and Inclusion Action Plan

- Engagement with partners and stakeholders to build and strengthen relationships, and to better understand possible initiatives to reduce barriers and identify metrics and targets (ongoing).
- Proposed release of an Action Plan in partnership with external partners and stakeholders (TBC, 2023).

General Supports for Businesses

- Support cross ministry efforts to work with key partners and stakeholders to further awareness of SBBC and government business resources and publications, including coordination of a BC Chamber-facilitated regional consultation to address themed priorities, expected in fall 2022.

ISSUE NOTE

Issue:

- Better Regulations for British Columbians (BR4BC) Initiatives.
- Reduce the regulatory burden and improve access to quality government services in support of Government's goals of a clean and inclusive economy, as identified in the StrongerBC Economic Plan.

Background:

- BR4BC consists of modernization initiatives broadly tied to the *Regulatory Reporting Act* and *Red Tape Reduction Day Act* and includes amendments to provincial statutes and regulations.
- Since 2019, the focus has been on the removal of non-inclusive language (e.g. gendered and binary terminology) from B.C.'s laws and regulations.
- In this year's regulatory amendment package, ministries have also been encouraged to focus on amendments that align with B.C.'s climate action goals and the *Anti-Racism Data Act*.

Annual Regulatory Amendment Package and Modernizing Language

- Since 2019, over 1,300 instances of gendered language have been removed from regulations through the BR4BC process.
- 180 other regulatory amendments have also been made throughout BR4BC's seven cycles.
- The amendments typically come into force on Red Tape Reduction Day (the first Wednesday of March).

Legislative Amendment Package and Modernizing Language

- Cabinet Confidences

Regulatory Requirements Count and Net Zero Increase Commitment

- The Net Zero Increase (NZI) commitment requires government to keep the regulatory requirements count below the 2004 baseline of 197,242 requirements.
- In 2022, the NZI was extended to 2024, the 6th extension since 2004.
- The count for fiscal year 2021/22 was 169,189; 14% below the 2004 baseline.
- The Canadian Federation of Independent Business (CFIB) evaluates all Canadian provinces and territories annually on their commitment to regulatory reform.
- B.C. received a B+ on the CFIB's Red Tape Report Card for 2022, ranking third overall behind Manitoba and Alberta (first and second, respectively).

BR4BC Annual Report

- As legislated by the *Regulatory Reporting Act*, Government must release an annual report on regulatory reform initiatives, service improvements and the NZI regulatory count.

Next Steps:

- The BR4BC team will continue to work with ministry partners to address and reduce regulatory barriers through the legislative and regulatory amendment packages, ensure the NZI remains below the 2004 baseline, and publish the 2022/23 BR4BC Annual Report.

Key Dates

- Cabinet Confidences; Advice/Recommendations
-
- *NZI and BR4BC Annual Report:* The next NZI and Annual Report must be published by June 30, 2023.

ISSUE NOTE

Issue:

- StrongerBC Young Leaders Council to better represent the interests and priorities of B.C. youth in government policy and decision making.

Background:

- Brittny Anderson, Nelson-Creston MLA, was appointed the Premier's Special Advisor on Youth in March 2021 and tasked with establishing the StrongerBC Young Leaders Council (the Council).
- The Council is a platform for youth to engage directly with government to identify and provide feedback on issues that matter most to young British Columbians.
- A public recruitment process was held and the call for applications sought youth throughout B.C. who are Indigenous, Black or people of colour, who live in rural or remote areas, young people living with disabilities, 2SLGBTQ+ youth and other young leaders from equity-seeking communities.
- A total of 264 applications were submitted; no applications were received from Northeast B.C.
- 18 council members were announced on December 13, 2021; members' ages range from 15-24 and they are based across the province (see Appendix A: StrongerBC Young Leaders Council Members).
- Council members' terms began on January 1, 2022 and are for one year, renewable up to a maximum of three years.
- As of October 1, 2022, the Council has had one in-person meeting and seven virtual meetings. The next in-person Council meeting is scheduled for November 22-23, 2022.
- Council activities to this point have focused predominantly on education, group formation, institutional capacity building and identifying general priority topic areas.

Next Steps:

- A further four virtual meetings and one in-person meeting are planned for the remainder of 2022.
- Council activities for these meetings will include further capacity building, narrowing of priority topics into specific focus areas, and engagements with relevant government policy areas.
- Plan for 2023 includes two in-person meetings, supplemented by virtual meetings as required; the focus for the Council will be on policy and program engagements with government that align with the priorities they established in 2022.

APPENDIX A: StrongerBC Young Leaders Council Members

Name	Age	City	Region
Prabhnoor Sidhu (she/her)	17	Prince George	Cariboo
Damon Robinson (he/him)	24	Prince George	Cariboo
Aur Hager (she/her)	19	Castlegar	Kootenays
Maya Provencal (she/her)	24	Rossland	Kootenays
Noor Shaker (she/her)	15	Port Coquitlam	Mainland / Southwest
Yi Nuo (Emmy) Wang (she/her)	15	Maple Ridge	Mainland / Southwest
Malia Mercado (she/her)	17	Maple Ridge	Mainland / Southwest
Alexandra Mandewo (she/her)	18	Coquitlam	Mainland / Southwest
Andrew David Millage (he/they)	20	Abbotsford	Mainland / Southwest
Ripdaman Malhans (he/him)	20	Delta	Mainland / Southwest
Jeanna Pillainayagam (she/her)	21	Vancouver	Mainland / Southwest
Sukhmanpreety (Harry) Bajwa (he/him)	23	Surrey	Mainland / Southwest
Clea Schooner (she/her)	23	Bella Bella	North Coast / Nechako
Thea Wells (they/them)	18	Kamloops	Thompson / Okanagan
Jacob Tourand (he/him)	24	Kamloops	Thompson / Okanagan
Hamza Dari (he/him)	16	Victoria	Vancouver Island / Coast
Eya Ibrahim (she/her)	18	Victoria	Vancouver Island / Coast
Dacian Filipescu (he/him)	18	Victoria	Vancouver Island / Coast

ISSUE NOTE

Issue:

- Government support for the B.C. Assembly of First Nations Centre of Excellence in First Nations Economic Development.

Background:

- The B.C. Assembly of First Nations (BCAFN), representing all 204 First Nations in B.C., approached the Province with a proposal to establish a Centre of Excellence in First Nations Economic Development (the Centre) as part of their economic development strategy.
- The Centre is a First Nations-led, independent, non-political and non-profit economic development organization that will lead, direct and partner on initiatives to increase First Nations economic development and prosperity in B.C. As a BCAFN initiative, the Centre is inherently First Nations-focused.
- This proposal followed on engagement sessions with Indigenous organizations and the Province between September 2021 – January 2022, which informed the development of the StrongerBC Economic Plan that committed to collaborating on an external, Indigenous-led organization focused on Indigenous economic development.
- The intent of this organization is to support opportunities for economic development and investment for First Nations, and to guide the expansion of provincial initiatives to support First Nations communities in securing new economic opportunities. This will be undertaken in a manner that advances implementation of the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) and the Declaration Act Action Plan. The proposal was endorsed by:
 - BCAFN members at assemblies of Chiefs and Councils in Fall and Winter 2021;
 - BCAFN/B.C. Business Council ‘Champions Table’; and,
 - The First Nations Leadership Council (including the First Nations Summit and Union of B.C. Indian Chiefs).
- The BCAFN envisions the Centre as providing First Nations with independent economic advice, business capacity, research and strategy development at a significantly lower cost to communities and the Province. Each First Nation, acting either independently or as part of a collective, has an opportunity to create and implement its territorial economic development strategy and benefit from the Centre.
- The focus of the Centre will be on five areas of activity including the following:
 - First Nations business capacity;
 - First Nations economic strategy development and coordination;
 - Policy, research and data gathering;
 - Indigenous trade development; and,
 - The B.C. – First Nations Transformative Change Initiative (DRIPA implementation).
- Through these areas of focus, the Centre intends to provide:
 - A mechanism for aggregating Indigenous economic perspectives and priorities;
 - A forum for province-wide First Nations economic policy discussion and collaboration;
 - A catalyst for implementing economic aspects of the UN Declaration on the Rights of Indigenous Peoples; and,

- To undertake projects that are provincial in scope and span the mandates of many organizations, such as trade and Indigenous-specific economic data and metrics.
- Advice/Recommendations; Intergovernmental Communications

Provincial Funding

Cabinet Confidences; Government Financial Information

-

- Staff recruitment is expected to begin in October 2022 following the funding announcement.
- Funding the BCAFN Centre of Excellence satisfies the commitments made in the Declaration Act Action Plan and the StrongerBC Economic Plan, and supports their implementation. It also confirms the Province's ambition to establish meaningful and long-term economic engagement with Indigenous peoples.

Next Steps:

- Advice/Recommendations; Intergovernmental Communications; Government Financial Information
- JERI and BCAFN made a joint announcement of the funding arrangement that took place on October 11, 2022.
- Intergovernmental Communications

ISSUE NOTE

Issue:

- Background and status of the Regional Economic Trusts and the Nechako Kitamaat Development Fund Society.

Background:

Regional Economic Trusts

- In 2005/06, the Province created three regional economic trusts – the Northern Development Initiative Trust (NDIT), the Economic Trust of the Southern Interior (ETSI-BC), and the Island Coastal Economic Trust (ICET) - to stimulate economic growth and job creation in their respective regions.
- The trusts are non-reporting statutory organizations that operate independently of the Province.
- Each trust is governed by 13 board members, five of which are appointed by Order-in-Council and have a board of directors and regional advisory committees comprised of locally elected officials.
- Locally operated, the trusts develop programs prioritized by and for their regions, as well as deliver third-party funding on behalf of senior government and other organizations.
- In 2021, the Province partnered with the trusts to administer \$4.5 M in short-term economic recovery funding. The trusts have been used as a tool to provide operating funding for businesses in need of relief from natural disasters and COVID-19.
- In 2021/22 the trusts published their five-year legislative reviews. Each advocated for the Province to create a pathway for Indigenous representation within their governance structures, in accordance with the *Declaration on the Rights of Indigenous Peoples Act* and the Declaration Act Action Plan.

Northern Development Initiative Trust (NDIT)

- Following the sale of BC Rail, NDIT was capitalized with \$135 M under the *Northern Development Initiative Trust Act* in 2005. The trust received an additional \$50 M in 2006, when the Province created two additional trusts modeled on NDIT and capitalized all three trusts equally at \$50 M to support distributed rural economic development across the province.
- Through a large initial endowment NDIT is able to sustain a legacy fund, only disbursing revenues generated from market investments to fund its grant programs.
- NDIT administers the Connecting British Columbia program on behalf of the Ministry of Citizen Services, who provided significant resources in the form of \$100 M of program funding between 2015-2019, and an additional \$90 M for program expansion in 2020 as part of StrongerBC.
- The trust currently administers other third-party funds on behalf of government and other agencies, including the BC Hydro GO Fund and the Northern Healthy Communities Fund.

Economic Trust of the Southern Interior (ETSI-BC)

- ETSI-BC, formerly known as the Southern Interior Development Initiative Trust (or SIDIT), was capitalized in 2006 with \$50 M through the *Southern Interior Development Initiatives Trust Act*.
- Historically, SIDIT provided loans to businesses in southern interior B.C. that were ineligible for traditional credit and preserved its initial capital base through collecting loan interest and other investments.
- Due to public criticism of its loan procedures, the trust retired the loans program in 2021. In its place, the trust focusses on a traditional grants-based funding model, similar to the other trusts, and was rebranded to ETSI-BC.

Island Coastal Economic Trust (ICET)

- Capitalized with \$50 M by the Province through the *North Island-Coast Development Initiative Act*, ICET supports economic diversification on Vancouver Island and the Sunshine Coast of B.C.
- At its inception, ICET adopted a “spend-out model”, providing grants toward significant regional projects. Approaching the end of its fund, the trust was recapitalized with an additional \$10 M by the Province in 2018. Despite this, the trust will exhaust its available capital in fiscal year 2023/24.
- In 2021, the North Island-Coast Development Initiatives Trust Regions Regulation was amended to include Juan de Fuca, Salt Spring Island and the Southern Gulf Islands within ICET’s service region. Bowen Island has repeatedly requested to be included in ICET’s geographic jurisdiction.
- In presentation to the Select Standing Committee on Finance and Government Services in June 2022, ICET requested a one-time recapitalization of \$150 M from the Province for Budget 2023 to secure the trust as a sustainable legacy fund. JERI staff are in discussion with ICET regarding the request.

Table 1: Economic Trusts’ Key Results

	NDIT	ETSI-BC	ICET
Total Direct Investment	\$321.7M***	\$66M	\$56M
Total Funds Leveraged	\$1.8B	\$184M (2021)	\$240.78M
Total Jobs	6,238 (2020)	5,375	5,000
Total Projects Funded	4,710	175 (2020)	280 (2021)
Fund Balance	\$251M	\$48.9M	\$5.4M
Business Model	Legacy / Grants	Legacy / Investor	Spend-out / Stimulus
Investment Strategy	Equity and bond markets	High interest loans, equity and bond markets	Investment in Municipal Finance Authority
Notes	***\$173.7 million in NDIT funding and \$148 million in third-party funding Legacy: Capital base preserved by expending only investment-generated revenues. Investor: Capital base invested sustainably in business equity and investments; revenues collected from loan interest. Spend-out: Capital base is diminished by grant expenditures exceeding investment income.		

Nechako Kitamaat Development Fund Society (NKDFS)

- NKDFS was created to distribute the B.C.-Alcan Northern Development Fund (NDF), a \$15 M fund established by Alcan (now Rio Tinto) and the Province in 1999 to support economic activity in northern communities affected by the Kitimat-Kemano project and the creation of the Nechako Reservoir.
- NKDFS is managed by B.C. Investment Management Corporation (BCI) under the Ministry of Finance (FIN), which historically has disbursed a \$500,000 annuity to NKDFS each year to administer project funding.
- NKDFS consists of a maximum of 10 board members. The board consists of one member from Rio Tinto Alcan, one from the provincial government, with the balance nominated through a public process. Traditionally, two are nominated from the Haisla Nation Council. The Minister appoints all members via Ministerial Letter.
- Since inception, NKDFS has invested upwards of \$11.4 M and funded more than 376 projects.
- Due to policies to prevent capital base depletion, inflationary pressures and lower than expected interest rates in recent years, the NDF has not earned sufficient returns to support a \$500,000 annual disbursement to NKDFS. Overall market value of NDF's investments as of March 31, 2022, was approximately \$13.3 M, a decrease of \$1.7 M from the original \$15 M.
- NKDFS has requested a top-up to \$500,000 from the Province to enable the same level of grant funding as in previous years. The ministry has denied this request and approved a payment of \$250,000 in 2022/23 based on investment earnings of the fund. The ministry has communicated to NKDFS to expect a reduced annual payment in the future due to lower returns on NDF's investments.

Next Steps:

- JERI is engaging with the trusts on the development of a mechanism to support Indigenous inclusion within the trusts' boards and regional advisory committees.
- Advice/Recommendations; Government Financial Information

Attachment 1

Updated October 11, 2022

Current ICET Board of Directors:

Last Name	First Name	Title	Mechanism	Term Expiry
Hanacek	Megan	Director, Treasurer	Order in Council	August 27, 2024
O'Neill	Barry	Director	Order in Council	August 27, 2024
Thorne	Dana	Director, Secretary	Order in Council	August 27, 2024
Elliot	John	Director	Order in Council	August 27, 2024
Kishi	Roger	Director	Order in Council	August 27, 2024
Stone	Aaron	Director, Chair	Elected by RAC	July 14, 2024
Jack	John	Director, Vice Chair	Elected by RAC	July 14, 2024
Staples	Michelle	Director, Executive Member at Large	Elected by RAC	July 14, 2024
Davis	Martin	Director	Elected by RAC	July 14, 2024
Krog	Leonard	Director	Elected by RAC	July 14, 2024
Iannidinardo	Lori	Director	Elected by RAC	July 14, 2024
Ketler	Jesse	Director	Elected by RAC	July 14, 2024
Siegers	Darnelda	Director	Elected by RAC	July 14, 2024
Wells	Bob	Ex-Officio Member	Chair of North Island Sunshine Coast RAC	July 14, 2024
Swain	Mark	Ex-Officio Member	Chair of Central South Island RAC	July 14, 2024

Current NDIT Board of Directors:

Last Name	First Name	Title	Mechanism	Term Expiry
Ziebart	Julie	Director, Finance Committee Chair	Order in Council	May 1, 2023
Donaldson	Douglas	Director	Order in Council	May 1, 2023
Plenert	Wayne	Director	Order in Council	May 1, 2023
Hoskins	Alison	Director	Order in Council	April 30, 2025
Sam	Fred	Director	Order in Council	May 2, 2025
Wagner	Margo	Director, Chair	Elected by RAC	January 2024
Watson	Sally	Director	Elected by RAC	January 2024
Ackerman	Lori	Director, Vice Chair	Elected by RAC	January 2024
Rose	Dan	Director, Executive Committee Member	Elected by RAC	January 2024

Leclerc	Carol	Director	Elected by RAC	January 2023
Hall	Lyn	Director	Elected by RAC	January 2023
Parker	Mark	Director	Elected by RAC	January 2023
Pages	Barry	Director, Executive Member at Large	Elected by RAC	January 2023

Current ETSI-BC Board of Directors:

Last Name	First Name	Title	Mechanism	Term Expiry
Barker	Philip	Director, Vice Chair	Order in Council	August 27, 2024
Shepherd	Sharon	Director, Executive Committee Member	Order in Council	August 27, 2024
Kaboni	Wayne	Director	Order in Council	August 27, 2024
DeVries	Peggy	Director, Finance Committee Chair	Order in Council	August 27, 2024
Donald	Paul	Director	Order in Council	August 27, 2024
Brown	Linda	Director	Elected by RAC	February 15, 2023
Rysz	Terry	Director, Board Chair	Elected by RAC	February 15, 2023
McKortoff	Sue	Director	Elected by RAC	February 15, 2023
Pieper	Chris	Director	Elected by RAC	February 15, 2023
Lockwood	Diana	Director	Elected by RAC	May 31, 2023
Gostick	Len	Director	Elected by RAC	May 31, 2023
Morissette	Steve	Director	Elected by RAC	May 31, 2023
Wall	Tanya	Director	Elected by RAC	May 31, 2023

NOTE: Non-Order in Council board appointments are subject to results of local elections, which occur in Fall 2022.

Current NKDFS Board of Directors:

Last Name	First Name	Title	Mechanism	Term Expiry
Shelford	Cindy	Chair	Ministerial Letter	December 31, 2023
Clement	Thomas	Member	Ministerial Letter	December 31, 2023
Fraser	Doris	Member	Ministerial Letter	December 31, 2023
Parhar	Tejinder	Member	Ministerial Letter	December 31, 2022
Leigh	Carolyn	Member	Ministerial Letter	December 31, 2022
Smith	Craig	Member	Ministerial Letter	December 31, 2022
Neilson	James	Member	Ministerial Letter	December 31, 2022
Sanghera	Devrie	Member (Rio Tinto Alcan)	Ministerial Letter	December 31, 2022
Robertson	Mike	Member	Ministerial Letter	December 31, 2022
Grant	Lisa	Member	Ministerial Letter	December 31, 2022

NOTE: Work is in progress for the upcoming 7 expiries.

ISSUE NOTE

Issue:

- Overview and status of Community Transition and Economic Recovery Services

Background:

- The Regional and Rural Development Unit (RRDU) consists of two branches that support Community Transition: Regional Economic Operations (REO) and Rural Policy and Programs Branch (RPP). REO is the lead on community transition (CT), provides on-the-ground local support and rapid response to economic shock and monitors for potential impacts to communities. RPP provides analytical support as well as funding programs and initiatives which support community transition.

Community Transition Response

- REO CT staff facilitate coordination between key provincial ministries, federal government resources (e.g., Service Canada), local and regional governments and service organizations during a CT response. REO also provides direct ongoing advice and capacity assistance to local government during the transition. The CT responses are divided into three core pillars tailored to meet impacted community needs: worker transition, community supports, and economic development.
- Community Adjustment Managers (CAMs) working in each of REO's three regions (South, Coast, North) lead CT responses. Each CAM works closely with the local REO Regional Manager to ensure an appropriate and timely response to CT needs. The CT team also includes two analysts and a project coordinator.

Mill Tracking and Reporting

- REO staff also monitor curtailment and closure status of forest processing facilities across the province; poised to provide services or respond to new announcements as required.
- As of October 6, 2022, there are 43 mills in 28 communities in active or future/planned curtailment or closure status affecting over 4000 workers with transportation challenges and fibre shortages being some of the main contributing factors.

Old Growth Strategic Review

- The recommendations stemming from the Ministry of Forests Old Growth Strategic Review are anticipated to impact communities throughout B.C. through the deferral process or longer-term forest policy changes.
- RRDU is the lead on Recommendation #14: "Support Forest sector workers and communities as they adapt to changes resulting from a new forest management system". Impacts will affect workers and communities and CT services will be available to provide support.
- RRDU, in partnership with the Ministry of Advanced Education and Skills Training and the Ministry of Labour have developed a suite of programs to support impacted workers and communities impacted by changes to the forest management system and old growth deferrals.
- CT capacity within REO has been augmented by adding two CAMs, an AO27 Policy and Program Analyst and three Regional Managers (recruitment in progress). This additional capacity will allow for effective support for communities and workers across the province.

Disaster Recovery

- Under EMBC's disaster recovery framework, RRDU is the lead for rural economic recovery, and works on-the-ground directly with communities who have experienced a natural disaster such as wildfire or flood.^{Advice/Recommendations}
Advice/Recommendations
- In June 2021, a fire destroyed 90% of the Village of Lytton. RRDU leads on-the-ground economic recovery services, chairs a cross-ministry working group to ensure coordination of Lytton and area economic recovery supports, facilitates stakeholder calls with Lytton, Chamber of Commerce, Community Futures and is working with local Indigenous communities to help advance economic recovery projects. In November 2021, RPP branch provided a grant of \$1 million to the Village of Lytton, with the funding allocated towards restarting the local economy and supporting urgent operational needs at the Village.
- In the fall of 2021, the Fraser Valley, parts of Vancouver Island, Merritt and Princeton experienced an extreme flooding event. RRDU Regional Managers quickly responded to understand flood impacts and provide advisory support. Funding through the Rural Policy and Programs branch was provided to:
 - Princeton- \$50,000 to develop a business impact assessment, short-term business recovery action plan, and an economic recovery plan. An additional \$500,000 was provided to expand the Princeton Industrial Park and develop marketing recovery assets as part of a marketing recovery strategy.
 - Merritt- \$500,000 for a suite of economic development plans and assessments, which includes the development of a five-year tourism plan, a marketing strategy, a geotechnical study for a light industrial park, designs for the Claybanks RV park, and the City Centre revitalization plan. An additional \$70,000 was provided to complete a short-term business recovery action plan and a business impact assessment.

Next Steps:

- REO's CT team is actively engaged in providing on-the-ground CT responses to communities and workers
- impacted by mill/mine closures. REO is working with local governments, forestry companies, unions, and other government ministries and agencies to coordinate support for impacted workers and the impacted communities.
- CT responses are active in the following locations:
 - Crofton/Catalyst Paper- Indefinite curtailment of Paper Excellence's Catalyst paper mill in Crofton starting in early December impacting 150 employees.
 - Fraser Lake/West Fraser- by October 11, 2022, one shift will be eliminated at the Fraser Lake Sawmill (77 positions). A CT table has been initiated for Fraser Lake per request for support by the Mayor of Fraser Lake. Transportation and fiber supply challenges have been cited as reasons for the workforce reduction.
 - Wells/Osisko – closure of the Bonanza Ledge II mine in June 2022 near town of Wells impacting 64 workers.

ISSUE NOTE

Issue:

- Industry Innovation Program development progress and implementation plan

Background:

- As part of the Forest Worker Community Supports (FWCS) announced in fall 2021, the Industry Innovation Program (IIP) is proposed to fund high-value industrial and manufacturing projects that drive clean and inclusive growth and create well-paying job opportunities for local workers in regional, rural and Indigenous communities.
- Current old growth deferrals, federally listed caribou areas, impacts from the mountain pine beetle, and northeast planning initiatives are expected to reduce the provincial Annual Allowable Cut (AAC) and could result in economic downturns, especially in forestry dependent areas.
- IIP is one of the eight initiatives under the FWCS designed to mitigate impacts of AAC reductions and proactively support communities and workers with short-term supports and long-term economic diversification and sustainability.
- B.C.'s manufacturing sector is a significant economic engine generating six percent of B.C.'s total GDP; Advice/Recommendations; Cabinet Confidences
- The manufacturing sector has significant growth opportunities and can promote economic diversification in rural and remote communities, as well as transitioning and/or upskilling former forestry and other local workers into new well-paying job opportunities.

Next Steps:

- The branch is proposing a \$90 M grant program over three years starting in fiscal 2023/2024. The proposed IIP will fund small- to large-scale manufacturing projects in regional and rural B.C. (outside of Victoria and Metro Vancouver, for businesses and Indigenous led organizations) including renovations/construction, and new technology, equipment, and processes.
- IIP is proposed to identify viable projects to support the growth of regionally embedded manufacturing businesses and incentivize new industry to bring their business to rural B.C., including leveraging idle community assets such as former mill sites.
- It is proposed the Province invest up to 20 percent of project costs to a maximum of \$10 M; Advice/Recommendations; Cabinet Confidences; Government Financial Information Projects in communities with demonstrated impacts from AAC reductions and Indigenous-led projects will have additional priority for funding.
- IIP is a significant lever to meet StrongerBC's goals of clean and inclusive growth; Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications with projects that encourage value-added products in high-growth industries and increase productivity and competitiveness.
- Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications
-

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Timeline:

- Cabinet Confidences; Advice/Recommendations
-
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ISSUE NOTE

Issue:

- Implementation of the Rural Economic Diversification and Infrastructure Program (REDIP).

Background:

- In November 2021, in response to the anticipated economic impacts of old growth deferrals and changes to forestry management practices, government announced the Forest Worker and Community Support (FWCS) suite of programs to support workers, businesses, and communities.
● Cabinet Confidences; Advice/Recommendations; Government Financial Information
- REDIP is intended to support rural economic development projects that promote diversification, resilience, clean economy opportunities, and economic infrastructure development. It will meet a need for medium and long-term economic diversification supports to complement other FWCS programs that provide immediate supports, short-term employment, and coordinated skills training.
- To ensure alignment with broader rural economic development funding, and achieve administrative efficiencies, REDIP is proposed to be an umbrella program with three streams that encompass funding from both base budget and the notionally approved funding from FWCS. Table 1 presents a summary of each proposed stream.
- The base divisional budget includes \$25 M in annual funding originally allocated for the Rural Dividend Program (RDP). The RDP was established in FY2015/16 to support economic development and diversification in rural communities. It was suspended in FY2019/20 and funding was temporarily re-allocated to support the forestry.
● Cabinet Confidences; Advice/Recommendations
Cabinet Confidences; Advice/Recommendations
- Cabinet Confidences; Advice/Recommendations; Government Financial Information

Table 1: REDIP Funding Streams Summary

	Economic Capacity	Economic Diversification	Forest Impact Transition
Goal	<ul style="list-style-type: none"> Build capacity in small rural and Indigenous communities Explore economic development needs and priorities 	<ul style="list-style-type: none"> Plan and implement economic diversification and development projects 	<ul style="list-style-type: none"> Develop and implement projects to support economic recovery and transition in areas impacted by changes in the forest sector, including old growth deferrals
Financial Overview	<ul style="list-style-type: none"> 10% of base budget funding after administrative costs (est. \$2.3M) 	<ul style="list-style-type: none"> 90% of base budget funding after administrative costs (est. \$20.7M) 	<ul style="list-style-type: none"> Notionally approved contingency funding Up to \$10M
Funding Limits	<ul style="list-style-type: none"> Up to 100% of costs upfront up to \$100,000 per project 	<ul style="list-style-type: none"> Up to 80% of costs upfront up to \$1M per project 	<ul style="list-style-type: none"> Up to 100% of costs up to \$500,000 up front per impacted community/region
Target Communities	<ul style="list-style-type: none"> Projects in small rural communities with populations of less than 2,500 Indigenous communities and organizations 	<ul style="list-style-type: none"> Projects in rural communities with populations of less than 25,000 Indigenous communities and organizations 	<ul style="list-style-type: none"> Projects in communities located outside of the Capital Regional District and Metro Vancouver Regional District impacted by changes in the forest sector, including old growth deferrals
Program Administration	<i>\$2M from JERI's rural development base budget will be used for program administration, outreach and re-branding informational materials for all three streams.</i>		

Next Steps:

- **Program announcement and intake opening:** The REDIP program announcement is anticipated for late-October or early November. The announcement will include a news release and an event that will be developed by GCPE. The application intake would follow the announcement, opening in November and closing in December. Staff are working to contract a grant management system and finalize the design of program documents.
- **Funding decisions and disbursement:** Staff will start the application review process as soon as the intake closes. This process is expected to take up to ^{Advice/Recommendations} depending on the volume of applications. Funding decisions are anticipated by ^{Advice/Recommendations} with funding being disbursed to successful applicants in ^{Advice/Recommendations}. Ministry staff are refining processes and the methodology for application review and prioritization.
- **Funding announcements:** GCPE will develop regional funding announcements, ^{Advice/Recommendations}

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
TRADE AND INDUSTRY DEVELOPMENT

ADM Responsible: Kerry Pridmore

Core Business/ Program Area Description/Critical Business Processes:

The Trade and Industry Development (TID) Division facilitates trade and investment in strategic sectors and industries in all regions of the province. It oversees the Province's network of overseas offices and is leading implementation of priority initiatives in the economic recovery effort to restore B.C.'s economy from the impacts of COVID-19.

Key program areas:

- Deliver economic recovery initiatives that support industry development and key actions focused on helping B.C. businesses adapt.
- Deliver investor services programs to attract new investment to B.C. regions / industry sectors and encourage expansions and re-investment.
- Deliver trade services programs to accelerate opportunities for B.C. companies to diversify their exports globally; and trade readiness programs targeted at helping smaller businesses get ready to export.
- Activate the overseas offices network in international markets to identify global opportunities for B.C. and promote unique characteristics that investing in B.C. and buying B.C. can bring.
- Develop, negotiate, implement and manage B.C.'s domestic and international trade agreements, policies, priorities, rights and commitments and defend the Province's interests in trade matters and disputes.
- Projects in support of StrongerBC include the Agritech Centre for Innovation, as well as strategy development such as the Trade Diversification Strategy and Maritime Industries Strategy.

TID also conducts data driven research and analysis to support effective sector and market strategies as well as to explore new market opportunities; engages with stakeholder groups including the consular corps; internally manages execution of international missions and events; and produces international marketing collateral and resources. Costs may be recovered from ministries, Crown corporations and agencies, boards and commissions, other levels of government, and parties external to government for activities described within its sub-vote.

Budget (\$000):

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates ¹	2023/24 Plan	2024/25 Plan
Trade and Industry Development	25,903	Advice/Recommendations; Government Financial Information		

1. The presentation of the *2022/23 Estimates* for Trade and Industry Development includes the Office of Mass Timber Implementation (OMTI). Amounts shown here do not include the OMTI budget of \$2.476 million.

Full Time Equivalents (FTEs):

FTE burn for the period April 1 – September 30, 2022 is 90 FTEs

Related Legislation:

- *Ministry of International Business and Immigration Act*
- *New West Partnership Trade Agreement Implementation Act*
- *Trade, Investment and Labour Mobility Agreement Implementation Act*

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Kerry Pridmore
Assistant Deputy Minister
Trade and Industry Development Division
Ministry of Jobs, Economic Recovery and Innovation

Kerry Pridmore was appointed Assistant Deputy Minister of the Trade and Industry Development Division in January 2022. Prior to this, Kerry was the Assistant Deputy Minister (ADM) of Citizens' Services, Corporate Information and Records Management Office from March 2019 to January 2022.

During her 25-year career with the BC Public Service, Kerry has held various executive positions in the economic development, information management, post-secondary education, K-12 education, and procurement sectors. She has successfully managed multiple large information management and information technology (IM/IT) projects, large transformation initiatives, program development and delivery, strategic policy and has collaborated with a broad range of diverse stakeholders.

Kerry holds a Master of Business Administration, with a specific focus of strategic communications. Personal Information
Personal Information

Trade and Industry Development
Division Executive Director Biographies

International Trade and Investment Operations Branch

Branch accountabilities include supporting B.C. exporters to promote goods and services globally, attracting and facilitating foreign investment to the province, managing B.C.'s international network for trade and investment offices; and organizing trade missions for senior and elected officials.

- A/Executive Director: William Hoyle
- Started in Government: 2008
- In Current Position Since: January 2022

Strategic and Corporate Initiatives Branch

Branch accountabilities and commitments include developing and delivering the Industrial and Manufacturing Strategy; developing the Ministry approach to Agritech including advancing the Agritech Centre of Excellence as well as other Agritech initiatives including the ongoing operation of B.C.'s Agritech Concierge; developing approaches to capitalize on and leverage the investments made in projects, research, and initiatives through the Supply Chain Resilience, Agritech, and Advanced Manufacturing Grant programs; and providing leadership and oversight to the Division strategic plan, budget and IT assets.

- Executive Director: Lori MacKenzie
- Started in Government: 2006
- In Current Position Since: April 2022

Trade Policy and Negotiations Branch

Branch accountabilities and commitments include representing B.C.'s interests in domestic and international trade negotiations; defending B.C.'s interests in trade disputes; working across government to advise in the development of trade-consistent initiatives; delivering outreach sessions to raise awareness of opportunities in free trade agreements.

- A/Executive Director: Janel Quiring
- Started in Government: 1994
- In Current Position Since: A/ED since Sept 2022 (Director in Branch since 2007)

Strategy, Intelligence, Marketing & Industry Branch

Branch accountabilities include the investment attraction and export development goals of the ministry through business intelligence research, economic analysis, strategy development and marketing support.

- Executive Director: Eric Ommundsen
- Started in Government: 2012
- In Current Position Since: December 2021
- Jessica Prince, Executive Director, **Personal Information**

ISSUE NOTE

Issue:

- Trade and Invest B.C.

Background:

- Trade and Invest B.C. promotes B.C.-origin exports to global markets, promotes B.C. internationally as a destination for foreign direct investment, organizes trade and investment missions for elected and senior officials, manages B.C.'s international network of trade and investment representative (TIR) offices and develops and delivers marketing programs to increase global awareness of the B.C. trade and investment brand.

Trade and Investment Representative Network

- B.C. currently has 47 trade and investment representatives based in 19 locations worldwide.
- In FY20/21, the ministry moved contracted offices in Asia into a co-location model where representatives are embedded in Canadian embassies and consulates, similar to other provinces (AB, ON, SK, PQ). This allows B.C. to maximize efficiency and cost effectiveness and better leverage the Canada brand.
- Trade and investment representative offices in Europe, the U.K. and the U.S. continue to advance B.C. interests with a contract model.
- Trade representatives support B.C. exporters to promote their goods and services, identify prospective investors to B.C. and support existing investors, promote B.C. as a place to do business and provide market intelligence.

TIR Office Locations		
Tokyo, Japan	Manila, the Philippines	San Francisco, United States
Seoul, South Korea	Singapore	Los Angeles, United States
Beijing, China	Jakarta, Indonesia	Seattle, United States
Shanghai, China	Ho Chi-Minh, Vietnam	Boston, United States
Guangzhou, China	New Delhi, India	London, United Kingdom
Chongqing, China	Chandigarh, India	
Bangalore, India	Mumbai, India	

*Note – Above list represents locations where B.C. has a physical office presence. Trade Representatives also work for B.C. in Austin, TX; Portland, OR; Leipzig, Germany; and the Hague, Netherlands.

Export Navigator & Export Services

- The ministry works to proactively increase the number and value of exports by helping B.C. companies expand and diversify globally and to connect them to government funded programs like Export Navigator, and the Trade Accelerator Program.
- Ministry teams build relationships with B.C. exporters province-wide, qualify and assess export readiness, facilitate business connections and plan and deliver B.C. export initiatives including trade show participation.
- Launched in 2016, Export Navigator (EN) provides free access to six (6) community-based export advisors and three (3) specialist advisors who connect small-and-medium-sized enterprises with advisory services and training tailored to their specific business needs in order to export to markets outside of B.C.

- Small Business BC (SBBC) is the contracted service provider for EN.

Export Navigator Advisors		
Regional Advisors		Special Advisors
Duncan (Vancouver Island, South)	Prince George (Cariboo)	Indigenous Peoples
Port Alberni (Vancouver Island, North)	Nelson (Kootenay-Boundary)	Women
Prince Rupert (Northwest)	Vernon (Thompson-Okanagan)	Youth

Investment Attraction

- In 2021, inbound greenfield investment (which is new operations built from the ground up) to B.C. totaled \$2.7 B, an increase of 31.3 per cent over the 2020 total of \$2.1 B, indicating confidence in the province as a place for doing business.
- Companies continue to express interest in B.C. because of our safe, welcoming business climate, commitment to innovation and our talented workforce.
- The ministry works with communities, First Nations, and businesses throughout B.C. to make sure that international investors are aware of opportunities in all regions of B.C., leading to investment decisions that can help foster creation of highly skilled, sustainable jobs in every corner of the province.
- Ministry teams seek to qualify and respond to investment queries from potential investors, assess opportunities, identify potential challenges, offer guidance, facilitate investment decisions and provide post-investment services.

International Marketing

- The Marketing team within JERI leads the development and execution of marketing programs to increase awareness of the B.C. trade and investment brand and drive interest in B.C. as a place to do business.
- Marketing provides advice and support to the TIR network, investment and export development teams through development of marketing materials such as brochures, trade show materials and meeting materials. The team also provides marketing advice and support to groups across JERI and the rest of government who lead international trade and investment attraction activities.
- Marketing supports inbound and outbound trade missions, manages the Trade and Invest BC social media presence as well as the website britishcolumbia.ca.
- Marketing leads development and promotion of content to promote the Ministry's export development programs to British Columbia businesses.
- Recent major marketing deliverables have included:
 - A refreshed Trade and Invest BC international brand;
 - The modernization of the Trade and Invest BC website; and
 - The development of the [Trade and Invest BC Content Hub](#).

Next Steps:

- The Ministry is contemplating new representation in ^{Advice/Recommendations} in the next 12-months, to align with deliverables in the Trade Diversification Strategy.
- Advice/Recommendations; Government Financial Information; Intergovernmental Communications

ISSUE NOTE

Issue:

- B.C. Trade Diversification Strategy

Background:

- The B.C. Trade Diversification Strategy (the Strategy) is a trade and investment development plan that outlines actions to support entry in new markets and to increase the overall number and diversity of businesses exporting in the province.
- The Strategy is a ministry Mandate Letter commitment to help B.C. businesses build connections in new markets, increase exports, and highlight B.C. as a low-carbon supplier.
- The Strategy is a key action under the StrongerBC Economic Plan and will align with strategies across government including the ESG Centre of Excellence, Industrial and Manufacturing Strategy, Goods Movement Strategy, Mass Timber Action Plan, and Reconciliation Action Plan.
- International trade is a core contributor to B.C.'s overall economy. It is imperative for B.C.'s long-term prosperity that trade is supported to grow, diversify and be accessible to all businesses in every region of the province.
- Global forces such as political tension, increasing protectionism, and the COVID-19 pandemic have caused economic uncertainty and supply chain disruptions. These events underscore the importance of a robust, resilient, and diversified trading base.
- An emphasis on diversification promotes trade opportunities that pivot away from over-reliance on a single market, making B.C. more resilient to market volatility and geographically specific trends and changes. It helps broaden and deepen B.C.'s trading base, stimulate economic growth, and increase the standard of living for all British Columbians.
- A targeted engagement approach with stakeholders was used to inform our understanding of trade and investment priorities, challenges, and barriers. Over 70 external participants attended Minister of State-led roundtables and staff-led engagement sessions, including representatives from businesses, trade and industry associations, and organizations representing Indigenous peoples, women, and other equity groups.
- Based on rigorous market assessments of growth potential, anticipated premium pricing potential on B.C.'s goods and services, trade agreements, and economic, political, and cultural alignment, the Strategy identifies ^{Advice/Recommendations;} ^{Intergovernmental} as new markets with positive alignment and high potential opportunities for B.C. trade and investment.
- The Strategy also identifies opportunities in markets still under development where B.C. has trade and investment representatives, namely ^{Advice/Recommendations; Intergovernmental} ^{Communications}. In these emerging markets, B.C. is well positioned to grow our priority sectors while maintaining existing trade relationships.
- The Strategy's goals of diversifying trade by targeting new and emerging markets will be accomplished through clear and purposeful actions designed to support businesses at all stages of export readiness. These actions will involve working together with industry and other ministries.
- The Strategy provides for an inclusive approach to trade that seeks to ensure all businesses have equitable access to opportunities to export goods to global markets. Targeted actions will be undertaken to meet the unique needs of B.C. businesses led by underrepresented groups and regions.

Next Steps:

- Cabinet Confidences; Advice/Recommendations
-

ISSUE NOTE

Issue:

- Development of a West Coast Maritime Industries Strategy to increase sector growth and competitiveness

Sector Context:

- British Columbia's industrial marine sector, including ship building and ship repair, plays a key role supporting robust local marine commerce and transportation as well as serving global business interests on the West Coast.
- The Association of B.C. Marine Industries reports that the industrial marine sector contributes \$4 B in total GDP and sustains 32,000+ total jobs. The shipbuilding, refit and repair sector contributes \$1.4 B in total GDP and 11,951 total jobs.
- The sector has seen significant growth over the past decade due to Vancouver's Seaspan Shipyards being selected to build large, non-combat vessels (contracts extending beyond 2035) under Canada's National Shipbuilding Strategy.
- Most of B.C.'s small to medium sized shipyards focus on ship refit, repair and maintenance activity. There is robust market demand for these services, largely driven by two key customers: BC Ferries and the federal government (i.e., Canadian Coast Guard and Royal Canadian Navy).
- B.C. has a cluster of experienced companies with global reputations in niche areas of maritime architecture and design as well as technology companies in areas such as control, communication, information, environmental monitoring and navigation systems.
- Maritime 'greening' is a fundamental shift that will dramatically change future services and operations, creating opportunities for B.C. to establish expertise and market share.

Background:

- Government has made several commitments to the industrial marine sector, including:
 - The JERI Mandate Letter to "support B.C. shipyards to build capacity and become increasingly competitive with investments to support more shipbuilding, refit, repair, and maintenance here in B.C."; and
 - The 2021 Throne Speech: "launch a made-in-B.C. shipbuilding strategy."
- In 2021, Government appointed two distinct advisory committees to help develop a West Coast Maritime Industries Strategy (Strategy):
 - Industry Working Group (IWG): Experienced, trusted experts with longstanding industry knowledge and insight.
 - Innovation Advisory Council (IAC): Co-chaired by JERI DM Bobbi Plecas, a broad group of senior-level stakeholders across government, labour and academia.
- The Maritime Industries Strategy has four objectives:
 - Expand B.C.'s market share and opportunities related to industrial marine.
 - Build and support the capacity and competitiveness of B.C. shipyards to win more refit, repair, and maintenance work.
 - Advance innovation, including low-carbon technologies, to help B.C. become a hub of green, low-

- carbon marine vessels.
 - Support workforce development to address labour shortages and promote reconciliation, equity, and inclusion.
- Advisory committee input and robust stakeholder engagement efforts (involving representatives from over 45 organizations) helped government to identify key industry challenges, including:
 - Infrastructure shortages (i.e., drydock space) limiting refit and repair activity.
 - Small-to-medium sized yards looking for guarantee on refit and repair contracts to facilitate expanded infrastructure investments.
 - Large vessel construction not cost competitive for commercial customers.
 - US market access for vessel construction or service is severely limited due to protectionist regulations on commercial vessels (Jones Act).
 - There is a lack of industry coordination and numerous small firms.
 - Skilled labour requirements are creating challenges across most of the sector.
 - There is a need to coordinate green regulations to accelerate green industrial marine opportunities.
- Advice/Recommendations; Cabinet Confidences

Next Steps:

- Advice/Recommendations; Cabinet Confidences
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ISSUE NOTE

Issue:

- Growing the agritech sector is a key priority for government as it offers socio-economic solutions to food security concerns, climate change, and increasing productivity.

Background:

- Agritech is generally defined as the development and application of technology and innovation to the farm, food and fish sectors to improve production, profitability and sustainability.
- Positioning B.C. as an agritech leader while ensuring provincial food security is a priority in both the JERI and Minister of Agriculture and Food (MAF) mandate letters.
- Agritech can have a wide range of applications, including vertical farming, farm robotics and mechanization, farm management software, biotechnology and bioproducts, waste management, and food processing.
- An economic impact study of the Agritech sector showed that the sector generated approximately \$408 M in GDP and 4,285 jobs to the B.C. economy in 2019.
- The sector was estimated to export a value of \$176 M in 2019, which is expected to increase to \$285 M by 2025.
- By 2025, it is estimated that agritech jobs will increase up to 6,710.
- The agritech sector is expected to grow significantly, with a global outlook of 12% compounded annual growth since 2017.
- B.C. is home to an estimated 150 innovative companies that are developing and applying solutions in this space.
- The B.C. Food Security Task Force issued its final report to the Province in 2020, highlighting key recommendations to establish B.C. as a leader in the next agricultural revolution.

JERI Initiatives:

- B.C. Centre for Agritech Innovation (BCCAI): A province-wide initiative and supported with Provincial (\$6.5 M¹), Federal (\$10 M) and industry (approximately \$11 M) funding, BCCAI is headquartered at Simon Fraser University's Surrey campus. BCCAI provides on-demand support to scale-ups, reduces upfront costs and barriers, and mitigates risks to compete in the agritech economy.
- The Agritech Concierge: offering wayfinding support service to help companies navigate government programs and services.
- The Agritech Grant Program (closed): As part of the StrongerBC Economic Recovery Plan, a combined total of \$7.5 M was awarded to 21 B.C.-based companies in 2020/21 to help them anchor, scale-up and develop technologies to improve food security in British Columbia.

¹ \$6.5 M is part of the \$50 M announced through Budget 2022 for StrongerBC Economic Plan implementation and is to be provided over 3 fiscal years.

- Export and Investment Support: led by the International Trade and Investment Operations (ITIO) branch, they provide an annual Agritech Sector Action Plan, individual company support, in-market support through Trade and Investment Representatives (TIR), and support to trade missions and trade shows.
- JERI Agritech and Foodtech Sector Working Group: a collaborative committee of staff across JERI providing support to agritech and foodtech. The committee ensures coordination of related activities and enhanced stakeholder relationship management across the range of initiatives and services delivered by the division. The Committee reports quarterly to the ADM on activities and outcomes in this sector.
- Netherlands-B.C. Agricultural Innovation Action Plan: An Agricultural Innovation Action Plan between the Province and the Netherlands was jointly signed by B.C.'s Ministry of Jobs, Economic Recovery and Innovation, Ministry of Agriculture and Food and the Netherlands' Ministry of Agriculture, Nature and Food Quality on May 23, 2022. The 3-year Action Plan will promote increased food security, productivity, diversification and sustainability of the agritech sector through government-to-government dialogue, scientific cooperation, and industry partnerships and exchange opportunities.
- MAF's Advisory Group on Regenerative Agriculture and Agritech: The Minister of Agriculture and Food has established a Regenerative Agriculture and Agritech Advisory Group (Advisory Group) to help guide the establishment of a Regenerative Agriculture and Agritech Network (RAAN), which is currently a shared mandate commitment between MAF and JERI.

Next Steps:

- Working the BC Centre of Agritech Innovation on growing the sector.
- Working with MAF on the introduction of regulations related to processing on Agricultural Land Reserve land.

ISSUE NOTE

Issue:

- An Industrial and Manufacturing Action Plan (IMAP) is being developed which will seek to generate cleaner, more innovative, value-added economic activity across B.C., while supporting our commitments to reconciliation and CleanBC.

Background:

- Manufacturing is a significant economic engine in B.C. The sector generates over \$16 B in economic output annually (\$16.5 B in 2021), which represents about 6% of B.C.'s total GDP.
- B.C. has the fourth-largest manufacturing sector in Canada (after ON, QC and AB), and contributes approximately 9% of total Canadian manufacturing GDP.
- B.C. effectively doubles the value of its natural resources by manufacturing products here (both sectors contribute approximately \$16 B to GDP).
- B.C.'s top three largest manufacturing industries are:
 1. Food and beverage products (\$3.5 B);
 2. Wood and paper products (\$3.4 B); and
 3. Machinery manufacturing (\$1.2 B).
- The industries with the fastest annual growth over the last 6 years include:
 1. Pharmaceutical and medicine manufacturing (+17%, GDP: \$434 M);
 2. Aluminum production and processing (+15%, GDP: \$548 M); and
 3. Miscellaneous chemical products (+13%, GDP: \$114 M).
- The industries experiencing the largest declines over the last 6 years include:
 1. Pulp, paper and paperboard mills (-6.3%, GDP: \$871 M);
 2. Machine shops (-6.2%, GDP: \$135.2 M); and
 3. Non-ferrous metal (excl. aluminum) production and processing (-6.1%, GDP: \$363 M).
- The manufacturing sector employed approximately 179,000 people in 2021, comprising 7% of B.C.'s total workforce.
- Manufacturing in B.C. sustains family supporting jobs, strengthens supply chains, spurs private sector investment, and creates opportunities to develop innovative and in-demand products that can be exported globally.

Advice/Recommendations

- In March 2021, to help meet provincial greenhouse gas targets, the Province established new 2030 emission reduction targets for four sectors, including Other Industry (e.g., industrial facilities, coal fugitives, industrial processes, as well as those from construction and agriculture). These targets are legislated under the *Climate Change Accountability Act*.

Draft IMAP Overview:

Advice/Recommendations

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Advice/Recommendations

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Next Steps:

- Advice/Recommendations

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- Advice/Recommendations; Cabinet Confidences

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
MANAGEMENT SERVICES DIVISION

ADM Responsible: Joanna White (JERI and Labour); Alana Best (MUNI and TACS)

Core Business/ Program Area Description/Critical Business Processes:

The Management Services Division administers the internal infrastructure and systems that contribute to improved service delivery for the Ministries of Municipal Affairs (MUNI); Jobs, Economic Recovery and Innovation (JERI); Tourism, Arts, Culture and Sport (TACS); and Labour. Lines of business include: budget and financial management, facilities, information technology, human resources, corporate planning and compliance reporting, correspondence and FOI and records management.

Budget:

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates ¹	2023/24 Plan	2024/25 Plan
Management Services Division	11,138	12,540	12,540	12,540

1. The fiscal 2022/23 Estimates include \$ 6.410M from MUNI, \$ 5.636M from JERI, \$0.414M from LBR, and \$0.080M from TACS.

Full Time Equivalents (FTEs):

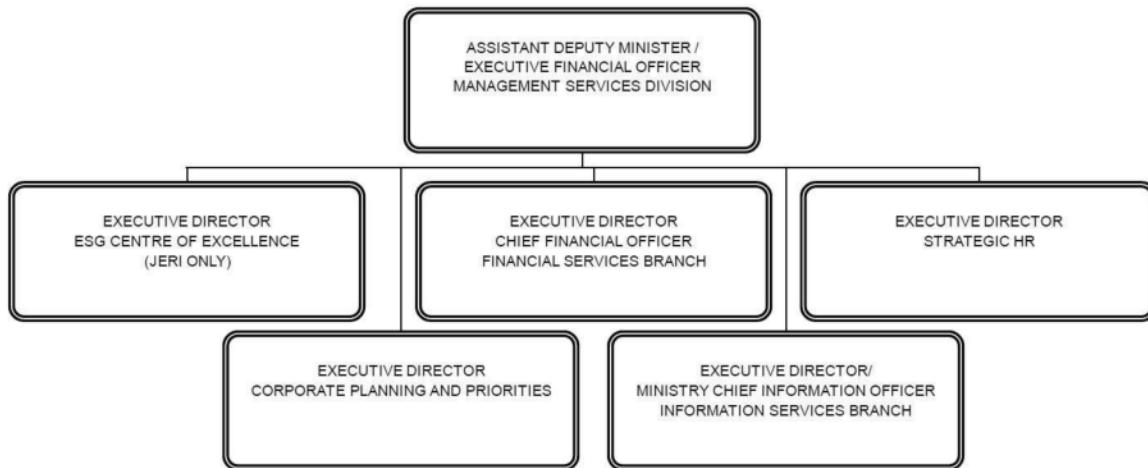
In this shared services model, FTES are distributed between JERI and MUNI pay-lists. However, staff provide support to program areas in all four Ministries. The below table summarizes JERI and MUNI FTEs for the period April 1 to September 30, 2022:

Average FTEs 2022/23) ¹	
MUNI	75
JERI	36
Total Economy Sector FTEs	111

1. FTEs presented include ADM offices for MUNI and JERI

Related Legislation: N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Joanna White
Assistant Deputy Minister & Executive Financial Officer
Management Services Division
Ministry of Jobs, Economic Recovery and Innovation

Joanna White was appointed Assistant Deputy Minister and Executive Financial Officer for the Ministry of Jobs, Economic Recovery and Innovation and the Ministry of Labour in July 2020. Prior to her appointment, Joanna had held the position in an acting capacity since November 2019.

Joanna began her 20-year career in the public sector as an Asylum and Refugee Caseworker with The Home Office of the United Kingdom.

Personal Information

Joanna joined the BC Public Service and has held a series of senior management and leadership roles across the Economy Sector Ministries including roles in Strategic Human Resources, Information Management, Corporate Planning and Strategic Initiatives.

In addition, Joanna previously held the position of Executive Director, Community Gaming Grants, and led the program's business transformation in response to the Auditor General's Report in 2016/17.

Joanna attended the University of Manchester in the United Kingdom and holds a BA (Hon) in History.

Management Services Division Executive Director Biographies

Corporate Planning and Priorities Branch

This branch supports key corporate processes by providing support to Executive on major corporate projects; corporate and compliance reporting; support for Estimates debate; legislative portfolio management (JERI, TACS); Crown portfolio management; risk management; business continuity planning; correspondence services (JERI, TACS, Labour); FOI; records management, physical security and facilities management.

- Executive Director: Jason Gabitous
 - Started in Government: 2001
 - In Current Position Since: 2021

Information Systems Branch

This branch supports the Ministry and the Office of the Chief Information Officer by overseeing the procurement, development, and deployment of technology solutions, ranging from workstations and mobile devices to large-scale business applications. Related responsibilities include information security and privacy protections.

- Chief Information Officer and Executive Director: Andreas Ritzer
 - Started in Government: 2015
 - In Current Position Since: 2018

Strategic Human Resources Branch

This branch provides strategic human resource management services which includes overseeing and providing expertise in the development of a broad range of human resource strategies for the client ministries including succession planning, recruitment and retention, employee relations, leadership development, employee development, HR analytics and other corporate initiatives.

- Executive Director: Rhonda McGinnis
 - Started in Government : 2010
 - In Current Position Since: May 2021

Financial Services Branch

This Branch provides strategic and operational financial functions for the four economy sector ministries. Responsibilities include: financial budgeting, forecasting and reporting; financial operations and accounting; and procurement and contract management.

- Executive Director and Chief Financial Officer (JERI & Labour): Brian Urquhart, CPA
 - Started in Government: 2007
 - In Current Position Since: June 2019

ESG Centre of Excellence

This branch is mandated to develop the new ESG (environmental, social and governance) Centre of Excellence as part of the StrongerBC Economic Plan announced in February 2022. The Centre is intended to “facilitate ESG investments in BC, attract socially and environmentally conscious investors, and diversify markets for BC’s world-class goods and services under a respected and trustworthy ESG brand.” The project itself involves policy development, strategic planning, marketing/branding, business case development, cross-government collaboration and alignment, and extensive partnership management.

- Executive Director: Leslie Teramoto
 - Started in Government: 2002
 - In current position since: February 2022

ISSUE NOTE

Issue:

- B.C.'s economic plan, StrongerBC, committed to establishing an ESG Centre of Excellence (Centre) that "will facilitate ESG investments in B.C., attract socially and environmentally conscious investors, and diversify markets for B.C.'s world-class goods and services under a respected and trustworthy ESG brand."

Background:

What is ESG and why is it important

- ESG is a term used to describe a set of standards to evaluate the operations of an entity against their environmental, social, and governance risks and advantages. Many organizations now report ESG-related information to reflect their non-financial story and the sustainability or responsibility of their actions.
- ESG is increasingly becoming mainstream and a major factor in global investing and procurement.
- B.C. has distinct ESG advantages and is in a strong position to compete globally on ESG. Government can take the opportunity to leverage, educate and promote B.C. companies' environmentally and socially responsible products and services.
- Shifts in the competitive landscape and the recent rise of ESG has opened a short window for B.C. to capitalize on its ESG advantage.
- Many B.C. small and medium size businesses are not familiar with ESG and how it is impacting their value chains and are not realizing the full potential of their ESG value proposition.
- Without targeted support, most businesses and economic activities in B.C. are insufficiently capitalizing on the ESG opportunity and/or navigating transition risks as trading, investment and financing partners enforce ESG transparency.

Development of the Centre of Excellence

- The Ministry of Jobs, Economic Recovery and Innovation (JERI) is leading the development of the ESG Center of Excellence.
- The Centre is intended to support B.C. businesses in their ESG strategies and serve as a catalyst and advocate for the development and promotion of B.C.'s ESG advantages. The Centre will play the role of a convenor, advisor and facilitator. It will also add capacity to hone Government's strategies, policy, regulatory frameworks, data access, and long-term financial planning for strategic infrastructure with an ESG export and investment lens.
- Proposed lines of business for the Centre are:
 1. Business relations – ensuring B.C. businesses and projects are aware of how ESG will impact investment, export, procurement and access to capital, and provide them with the information and tools to start or accelerate their ESG planning, compliance and reporting.
 2. Export relations – targeting ESG-conscious buyers in B.C.'s priority markets and ensure B.C. exporters are positioning themselves to resonate well with those communities.
 3. Investor relations – ensuring B.C. companies and projects are aware of the criteria investors are using to analyze investment opportunities, and for government to provide services and information to facilitate this analysis.

4. Advice/Recommendations; Cabinet Confidences

5.

- A dedicated ESG project team is undertaking research, analysis, and partner engagement to identify the best approach for realizing B.C.'s ESG advantage.
- The engagement sessions are ongoing with B.C. businesses, industry groups, government agencies, Indigenous organizations, academic institutions, and non-governmental organizations (NGOs) to discuss the establishment of the Centre and gather market intelligence to understand B.C.'s ESG landscape, identify gaps and challenges and collect local case studies.
- Across government, there are a range of agencies and ministries working on ESG initiatives including:
 - B.C.'s first ESG Report (FIN) – released in August 2022;
 - ESG in procurement (CITZ);
 - Digital Trust marketplace - Interoperability and traceability of mining product information (EMLI); and
 - ESG Capital Framework (FIN).
- The objectives of the Centre will align with B.C.'s priorities and commitments under these and other B.C. Government ESG related initiatives.

Next Steps:

Advice/Recommendations; Cabinet Confidences; Government Financial Information

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BRIEFING NOTE
CROWN AGENCIES

Name: Forestry Innovation Investment

Legislative Authority: *Business Corporations Act*

Mandate:

- Promote wood's environmental merits as preferred, sustainable and renewable building material.
- Expand international market diversification for B.C. wood products by opening new opportunities in existing and new markets, with a strong focus on high-potential markets in Asia, including China, Japan, South Korea, India and Vietnam.
- Showcase B.C.'s leadership in manufacturing and using wood by profiling innovative projects and leverage that experience to expand the use of wood at home and abroad.
- Collaborate with B.C. Provincial Government partners to jointly deliver on the Province's objective to expand our mass timber and engineered wood-products sector in B.C.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Plecas	Bobbi	Vice Chair	Shareholder Consent Resolution	18-Sep-20	September 7, 2023
Baskerville	Shannon	Director	Shareholder Consent Resolution	30-Jan-14	September 7, 2023
Mayhew	Neilane	Director	Shareholder Consent Resolution	18-Sep-20	September 7, 2023
Manwaring	Rick	Chair	Shareholder Consent Resolution	01-Apr-22	September 7, 2023

Appointments required:

- No appointments are required within 90 days.

Issues:

- **30 days:**
 - Call for Proposals opening on November 1 for Wood First and Market Initiatives Programs.
 - The Fall Forest Sector Mission to Japan will take place November 7-10, led by B.C. Minister of Forests (FOR), Katrine Conroy, and involving 30-35 delegates from government, industry and First Nations. FII is the lead organizer in coordination with Canada Wood.
- **60 days:** Nil
- **90 days:**
 - Natural Resources Canada (NRCan) Funding Renewal: A suite of NRCan funding programs are set to expire at the end of March 2023, including the Emerging Market Opportunities program, which cost-shares funding with FII and industry for international forest sector market diversification and domestic market expansion. ^{Advice/Recommendations; Intergovernmental Communications}

Key Contact:

Michael Loseth
President and CEO
(604) 601-5308



Ref: 153796

April 19, 2021

John Allan
Chair, Board of Directors
Forestry Innovation Investment, Ltd.
Suite 1200-1130 Pender Street West
Vancouver, BC V6E 4A4

Dear John Allan:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (BC).

Every public sector organization is accountable to the citizens of BC. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Forestry Innovation Investment Ltd., on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Forestry Innovation Investment Ltd. about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

Ministry of Jobs,
Economic Recovery
and Innovation

Office of the Minister

Mailing Address:
PO Box 9071 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 356-2771
Fax: 250 356-3000

Location:
Room 301
Parliament Buildings
Victoria BC

www.gov.bc.ca

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

.../3

As the Minister responsible for Forestry Innovation Investment Ltd., I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Promote wood's environmental merits as a preferred, sustainable and renewable building material.
- Expand international market diversification for BC wood products by opening new opportunities in existing and new markets, with a strong focus on high-potential markets in Asia, including China, Japan, South Korea, India and Vietnam.
- Showcase BC's leadership in manufacturing and using wood by profiling innovative projects and leverage that experience to expand the use of wood at home and abroad.
- Collaborate with BC Provincial Government partners to jointly deliver on the Province's objective to expand our mass timber and engineered wood-products sector in BC.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better BC.

Sincerely,



Ravi Kahlon
Minister

April 19, 2021

Date

Enclosure

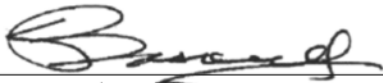
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John Allan
Chair
Forestry Innovation Investment Ltd.



Bobbi Plecas
Vice Chair
Forestry Innovation Investment Ltd.



Shannon Baskerville
Director
Forestry Innovation Investment Ltd.



Neillane Mayhew
Director
Forestry Innovation Investment Ltd.

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary
and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Bobbi Plecas
Deputy Minister
Ministry of Jobs, Economic Recovery and Innovation

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education and Skills Training

Neilane Mayhew
Deputy Minister
Ministry of Tourism, Arts, Culture and Sport

Michael Loseth
Chief Executive Officer/President
Forestry Innovation Investment Ltd.

Forestry Innovation Investment

2022/23 – 2024/25 Service Plan

February 2022



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Published by Forestry Innovation Investment Ltd.

Board Chair's Accountability Statement



The 2022/23 – 2024/25 Forestry Innovation Investment (FII) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. 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. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2022, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, FII'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 FII's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'John Allan', with a long horizontal stroke extending to the right.

John Allan
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how Forestry Innovation Investment will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent Crown Agency Mandate Letter.

Forestry Innovation Investment (FII) helps to maintain, create and diversify markets for B.C. forest products, recognizing the forest sector is a key contributor to the B.C. economy and forest dependent communities. FII receives its mandate letter direction from the Ministry of Jobs, Economic Recovery and Innovation (JERI) and supports the Government's strategic direction to JERI, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR), and the Minister of State for Trade related to advancing forest sector innovation and developing markets for B.C.'s forest products, including mass timber.

FII's mandate is closely aligned with a range of government priorities, with FII actively collaborating with and supporting other agencies and partners in areas of common interest. Examples include CleanBC and initiatives aimed to enhance the performance of the built environment in B.C. Collaboration with FLNR, the Office of Mass Timber Implementation (part of JERI) and agencies across government are helping to advance the use of engineered wood products and mass timber wood building solutions. Expanding the use of mass timber products at home in B.C., and in export markets, contributes to the Province's green building objectives and to securing greater value from B.C.'s forest resource. Work with BC Housing, the Office of Construction of Housing Standards and the Ministry of Attorney General and Minister responsible for Housing supports the expansion of building codes and the development of taller mass timber building solutions to enhance affordability objectives and the availability of rental housing in the province.

FII is committed to delivering its services and programs in a manner that is sensitive and responsive to the multicultural and gender-diverse values of British Columbians, and to the cultural and social contexts of all locations where activities are delivered. FII is committed to ensuring its staff receive the training and support necessary to ensure inclusiveness and engagement in cross-cultural activities.

Operating Environment

FII's market development efforts are influenced by a wide range of factors, many of which are outside the control of the organization and its partners. While B.C.'s forest sector has fared well thus far throughout the COVID-19 pandemic, economic uncertainties, disruptions to global supply chains and volatile pricing continue to present risks to the sector. Alongside these challenges, opportunities are also emerging as the world's increased focus on climate change is creating opportunities to position B.C.'s forest products and building systems as a low-carbon solution.

Overlaid with this are emerging forest policy changes in B.C., designed to position B.C. as a leader in sustainable forest management. The Province is working with Indigenous peoples, local governments, industry and other interested groups to modernize the forest sector. This process is discussed in the Province's [Intentions Paper](#) and in its [Old Growth Strategy](#), and will involve updating policy, legislation and regulations to advance reconciliation, increase forest sector participation and strengthen the stewardship and sustainable management of B.C.'s forests.

B.C.'s forest sector has benefited from strong sales for both lumber and value-added products into North America, driven by demand in the housing and repair and remodelling markets. With the end of another intense wildfire season and work underway to modernize B.C.'s forest policies, B.C. continues its transition to a smaller, higher-value industry. Commitments to expand mass timber use in B.C. are being actioned as government and industry partners work together to advance the engineered wood products sector, and act as a global showcase for how wood design can help reduce the carbon footprint of the built environment.

B.C. wood products continue to play a prominent role in the U.S. construction market. After a decade of low housing starts leading to a large housing deficit in the U.S., mid-term housing start expectations are moderate to strong. Opportunities for multi-family/multi-storey, as well as non-residential construction, are expanding alongside building code changes and the adoption of engineered wood and mass timber products and building systems. Despite a reduction in U.S. duties for Canadian lumber in 2020, another increase in duties was announced in 2021 (from 9 percent to 18 percent), which could negatively impact B.C.'s competitiveness and exports to the country. In addition, strong prices have increased competition in the U.S. by attracting offshore imports from Europe and investment in new U.S. South sawmill capacity.

China remains B.C.'s largest market for commodity lumber outside of North America. The Chinese government's push for construction industrialization, as well as policy focused on the sustainable development of smaller and mid-sized cities, is driving demand for lower-rise buildings—creating opportunity to position wood-based construction as a low-carbon solution. Competitive pressures continue to exist with improved infrastructure access for Russian and European lumber through China's One Belt One Road initiative. The impact of a strong North American market on global prices is likely to influence trade in China and other Asian markets. The dynamic between log and lumber imports will continue to evolve in 2022, with a Russian log ban coming into effect. However, with a surge in spruce beetle-affected logs from Europe, increased competition is expected for B.C. across the implementation of this plan.

Japan continues to serve as a large and valuable market for B.C. forest products. Despite a long-term decrease in single-family housing, opportunities for wood construction in multi-family residential, elderly care, and commercial applications continue to support wood consumption. At the same time, B.C.'s value-added products are finding niche markets in resort, non-residential and reform/renovation sectors. As the world's fastest-growing major market for wood pellets, Japan promises growth potential for B.C.'s biomass sector. Canada faces competition in the Japanese market from increasing domestic production as well as imports from the European Union (logs/lumber) and Vietnam (pellets).

In India and Vietnam's furniture and interior manufacturing sectors, demand for imported softwood is accelerating as manufacturers seek a replacement for dwindling supplies of tropical hardwoods. Responding to the requirements of major consumer markets, India and Vietnam manufacturers have increased emphasis on securing wood products from certified, sustainable sources—presenting opportunity to position the environmental pedigree of B.C. forest products.

Over the period of this Service Plan, FII will continue to respond to the needs of the forest sector and to identify new opportunities for traditional forest products, advanced engineered wood materials and building systems and, where appropriate, non-conventional, next generation products. For 2022/23, no significant changes are planned in FII's internal operating environment. However, FII will adapt its priorities to ensure continued alignment with Government's strategic direction and economic recovery priorities, and the evolving domestic and global operating environment. FII's Strategic Plan and Service Plan will be updated as required to reflect these changes.

Performance Planning

Goal 1: Forest products are viewed as an environmentally friendly, preferred material, and B.C. is viewed as a reliable global supplier of quality products from sustainably managed forests

The primary objective of Goal 1 is to expand opportunities for B.C. forest products by positioning wood, and wood-based products from B.C., as the first choice for environmentally friendly building materials. The strategies under Objective 1.1 create a solid foundation for answering the questions, “Why wood?” and “Why wood from B.C.?”, upon which many of FII’s other market development investments and activities are based.

Objective 1.1: Opportunities for B.C. forest products are expanded by positioning wood, and wood-based products from B.C., as the first choice for environmentally friendly building materials

This objective focuses on two significant market trends: the increasing recognition of wood products as renewable and sustainable, and growing consumer demand for forest products that are produced in an environmentally responsible manner. With these factors in mind, FII aims to articulate the benefits of wood as a sustainable, renewable building material; its advantages in creating a significantly smaller environmental footprint than other building materials; and the fact that wood and pulp and paper products from B.C. are sourced from sustainably managed forests backed by stringent regulations and public consultation.

Key Strategies

- Develop and disseminate timely, factual and scientific information regarding B.C. forest products and practices.
- Champion science- and fact-based approaches to communicate B.C.’s forest practices and the merits of wood-based products and building technologies in reducing carbon emissions and mitigating climate change.
- Collaborate with industry and government stakeholders to encourage consistent and compelling communications about B.C. forest practices, products, building innovations and progress in reducing environmental impacts.
- Monitor and advocate in international markets for codes, standards and policies that recognize the merits of wood and B.C. forest products.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 Percent of customers who perceive that forest products from B.C. are a good choice for the environment	90%	N/A	90%	N/A

Data source: Leger - The Research Intelligence Group. Analysis of Market Acceptance Issues. Surveys are conducted biennially.

Linking Performance Measure to Objective

This measure provides an indication over time of the effectiveness of FII's international advocacy and communications initiatives to influence customer perceptions of B.C. and its forest management practices. Performance data is gathered by an independent research firm through a biennial survey of target international customers (e.g., large institutional pulp and paper buyers, and wood importers and distributors).

Discussion

The survey of international customers is conducted on a biennial basis as a cooperative undertaking between FII and other partners such as the Canadian Council of Forest Ministers and Forest Products Association of Canada. The survey, which is focused on environmental perspectives, identifies the percentage of customers who agree that B.C.'s environmental reputation is as good as, or better than, the average of competing forest product jurisdictions. The 2022/23 and 2024/25 targets are set at 'N/A' as the performance data is gathered biennially. For future targets, FII and its partners consider that maintaining a 90 percent rating represents optimal performance given there will always be some who have varying degrees of concern of environmental impact of timber harvesting practices in different jurisdictions.

Objective 1.2: B.C. is positioned as a reliable global supplier of quality products from sustainably managed forests

The growing awareness of the benefits of wood products is increasing the demand from consumers for forest products that are produced in an environmentally responsible manner. To help position B.C. to meet this demand, FII delivers a suite of programming that showcases B.C. as a reliable supplier of quality forest products, and a global leader in sustaining forest resources and environmental values. This positioning helps strengthen awareness of, and interest in, B.C. forest products in major markets, thus supporting greater market share, premium positioning and easier access to new markets.

Key Strategies

- Showcase B.C.'s leadership in forest management and innovative products and building system technology to advance the use of wood at home and abroad via naturally:wood and other marketing and communication channels.
- Use FII's online product and supplier sourcing tool—the naturally:wood [Supplier Directory](#) to promote the variety and quality of forest products manufactured from B.C.'s sustainably managed forests, and to advance connections and potential commercial opportunities for B.C. forest product companies.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2 Number of prospects connecting with B.C. manufacturers from the naturallywood.com Supplier Directory, an online platform developed by FII	30,000	33,000	36,300	38,200

Data source: Forestry Innovation Investment Ltd/Google Analytics.

Linking Performance Measure to Objective

Collecting data on connections made to suppliers tracks the effectiveness of FII's online product and supplier sourcing tool in increasing awareness of, and interest in, B.C.'s forest products by advancing connections with B.C. companies for potential commercial opportunities. The performance metric tracks the number of visitors who use the Directory to search B.C. suppliers and the number of visitors that engage with a supplier email, phone number or website address.

Discussion

FII continues to build and optimize content and resources to attract visitors to the naturallywood.com website and to the Supplier Directory located there. The 2021/22 target for prospects connecting with B.C. manufacturers via the Directory was set at 14,250, and FII has exceeded this goal halfway through the year. FII's future growth targets have been increased to reflect the impact the digital marketing campaign is having on engagement. As online user behaviour and engagement stabilizes with this now established resource, its use is projected to be sustained, but will not increase as quickly as when the tool was optimized and re-launched in 2020.

Goal 2: Optimize value for B.C.'s forest products in traditional and emerging markets

This goal supports Government priorities to support employment in forestry and innovative wood manufacturing by expanding opportunities in international markets. This goal drives FII's efforts to assist the B.C. forest industry in optimizing returns by achieving a balance in the products, species and grades marketed. FII's strategy to expand global markets for both the primary and secondary manufacturing sectors¹ includes a mix of activities delivered by third parties and FII². These efforts build on the strategies, as well as the science and reputational foundation developed under Goal 1.

Optimization of the global market development strategy involves creating or expanding new market segments in traditional regions (e.g., non-residential and multi-family/mid-rise construction in the U.S.), as well as fostering demand in regions that have strong growth potential but are not currently using high volumes of B.C. forest products (e.g., the multi-family and non-residential markets in China and Japan, and the wood in manufacturing sectors in India and Vietnam).

Activities associated with Goal 2 recognize the progress made in diversifying B.C. exports away from the historically heavy dependence on the U.S. single-family housing sector. Programs in this area also focus on achieving a long-term balance between existing and emerging markets, and traditional and innovative new products, including an increase in sales of higher-margin products in traditional markets.

Objective 2.1: B.C.'s sales of higher-value wood products to China are increased

China is B.C.'s largest market for commodity lumber outside of North America and is a priority market for the B.C. forest sector. FII, in cooperation with partner agencies, the federal government and industry, will continue efforts to advance wood use in China, and to position exports from B.C. in high-potential growth and higher-value segments. This includes encouraging increased wood use in hybrid construction applications³; culture, tourism, wellness and elderly care sector construction; mid-rise and taller construction; and in China's rapidly expanding manufacturing sector.

¹ 'Primary' manufacturing typically converts logs to lumber, plywood, OSB, etc.; 'secondary' manufacturing typically uses a form of lumber as a raw material input for further manufactured products, such as furniture, windows and doors, engineered wood products, mass timber products, cabinets, moulding and millwork, etc.

² FII collaborates with industry trade associations, the federal government and other funding bodies to leverage its investments for the greatest potential return for B.C. FII's objective is to strengthen demand for B.C. forest products and expand potential end-use applications.

³ Hybrid applications incorporate wood components with concrete and steel structures (which currently dominate construction in China).

Key Strategies

- Expand opportunities for B.C. forest products in high-value, high-potential applications in both the construction and manufacturing sectors in China.
- Leverage Chinese government construction initiatives around low-carbon, energy efficiency and green construction.
- Engage with Chinese government agencies to reduce and/or eliminate barriers to access for B.C. wood products.
- Undertake joint activities with key Chinese government stakeholders to influence and advance wood-friendly policies in China's low-carbon urbanization and regional development plans.
- Grow opportunities for the use of wood in new construction segments, including public buildings and culture, tourism, wellness and elderly care construction, by positioning B.C.'s unique wood species, innovative building systems and environmental pedigree.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1 Average value (CAD) per cubic metre generated by softwood lumber sales to China ¹	\$245	\$205	\$210	\$215

Data source: BC Stats. Total value of lumber exported divided by the total volume of exports measured in cubic metres.

¹Data is reported by calendar year (January through December), consistent with Statistics Canada data collection and reporting methodologies and to ensure comparability across domestic and international publications.

Linking Performance Measure to Objective

Performance Measure 2.1 tracks the extent to which the B.C. forest industry is successful in diversifying markets and moving into higher-value segments. The target emphasizes sales to China, where FII investments are leveraging a significant joint industry and government (provincial and federal) market development effort to position B.C. as the leading exporter of high-quality softwood lumber to China.

Discussion

A number of factors have the potential to significantly influence the average value of B.C. lumber sold in China. These include the continued COVID-19 pandemic, bilateral relations, the strength of the Chinese economy and construction sector, price volatility in the North American and global markets, exchange rates, strong competition from Russia, as well as low-cost competition from Europe as they deal with a major spruce beetle outbreak. In addition, the ability to achieve Performance Measure 2.1 is contingent upon the efficacy of market development programs delivered in whole, or in part, by trade associations partially funded by FII. As part of the funding approval process, specific performance measures linked to FII's broader goals and targets are set for each project. For more details, please refer to FII's [Performance Management Framework](#).

The 2021/22 target was set at 200; FII anticipates exceeding this target as a result of record lumber prices globally in the first half of 2021. Lumber prices dropped to more traditional levels in the latter part of 2021 and therefore forward-looking targets have not been adjusted upward.

Objective 2.2: Open markets for B.C. wood products in India

FII's market development program in India is focused on augmenting the country's dwindling supply of tropical and domestic hardwoods with Canadian softwoods. The program targets applications for B.C. wood species in the manufacturing sector, including doors, windows, architectural millwork, furniture for domestic and export markets, and interior finishing product applications. Building on a mix of research, education and promotion to increase awareness of, and knowledge about, B.C. wood species, FII encourages commercialization through product trials with manufacturers and securing high-profile demonstration projects with strategic partners.

Key Strategies

- Leverage FII's market presence to build a strong Canadian brand in India.
- Undertake research to further understand opportunities and barriers.
- Expand the number of wood importers (or stockists) inventorying B.C. softwoods for sale in key regional markets.
- Conduct demonstration and manufacturing product trials to generate commercially successful products using B.C. species.
- Lead education and promotional initiatives to raise the profile of B.C. wood products in the market.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Total number of product trials of B.C. species undertaken in India	32	34	36	38

Data source: Forestry Innovation Investment Ltd.

Linking Performance Measure to Objective

This performance measure directly reflects the interest of the Indian industry to try B.C. species, which is a key objective in early market development efforts.

Discussion

Market development in India is led by FII through its India-based subsidiary. FII's Try Canadian Wood program continues to provide qualified Indian manufacturers with small test volumes of B.C. wood, as well as technical support for trying B.C. wood in new or existing product lines. Product trials completed to date have resulted in a range of furniture and interior finishing products being produced on a test basis, with a number of trials leading to commercial orders for products made with B.C. species. FII's success in expanding the number of product trials across India is key to opening the market for B.C. wood species and helping B.C. firms advance commercial sales to India. The 2021/22 target was set at 32; FII expects to meet this target.

Objective 2.3: Wood products secure greater market penetration in U.S. non-residential and multi-family construction

The U.S. housing sector, in particular single-family home construction, remains the leading consumer of B.C. lumber, panels, cedar products and value-added wood products. However, with the market moving toward multi-family living, FII is focusing its funding support on work that expands wood beyond the single-family residential segment and into growth opportunity sectors in multi-family/multi-storey construction and non-residential (commercial, institutional and recreational) construction. These segments have significant opportunities to increase wood's market share, and to expand opportunities to use wood both structurally and architecturally. FII funding specifically focuses on growing wood use in these segments.

Key Strategies

- Build capacity and interest in greater wood use with developers, contractors and building and design professionals in the high-potential multi-family/multi-storey and non-residential sectors through training and technology transfer.
- Profile and encourage the use of new and emerging building solutions such as mass timber and wood-steel-concrete hybrid building systems.
- Support the province's value-added exporters and target the repair and remodeling sector, encouraging the use of high-value B.C. species such as western red cedar in exterior applications.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3 Total sales (USD, millions) of wood attributable to directly influenced and converted projects – U.S. non-residential and multi-storey/multi-family residential construction markets	\$249	\$275	\$298	\$310

Data source: U.S. [WoodWorks](#) program.

Linking Performance Measure to Objective

This measure tracks success in increasing wood usage in the U.S. in the commercial, institutional and multi-family residential/mid-rise segment. Most single-family housing in North America uses wood-frame construction as the primary building method; however, wood has a smaller share of non-residential structures and of multi-storey, multi-family residences. The forest industry in B.C., the rest of Canada and the U.S. has a strong interest in seeing wood products secure a much higher market penetration in this segment. To this end, FII supports the U.S. [WoodWorks](#) program to deliver education and technical advisory activities that assist architects, builders and developers to incorporate more wood into projects, as well as convert projects from other materials to wood. Efforts focus on a range of building types (i.e., multi-storey/multi-family, non-residential, taller buildings) and systems (wood-frame, mass timber, hybrid). This diversification strategy will help expand the influence of the program across the construction

sector while protecting suppliers against market fluctuations in any one segment of the building sector.

Discussion

The ability to achieve Performance Measure 2.3 is contingent upon the performance of FII's funding recipient, US WoodWorks, in its delivery of Market Initiatives programming and on other external factors impacting construction activity in the U.S., such as the level of real estate investment and the process for approving and implementing building code changes. The target is based on the incremental increase in the value of wood sales that are generated in the year through projects converted and/or influenced by program activities tracked by FII-funded partners⁴. The 2021/22 target was set at USD \$227 million; FII anticipates exceeding this target. US WoodWorks' future growth targets have been increased to reflect the growing demand for multi-family housing in the U.S., and an increasing number of projects in the 5-6 storey category. Increasing mass timber and wood use in commercial and taller buildings also promises to drive healthy demand for wood.

⁴ Converted and/or influenced projects are tracked by FII-funded partners through canvasses of developers/builders engaged with program technical advisors, and through third-party estimates of attributable wood consumption and its associated sales value.

Goal 3: B.C. is a leader in using innovative forest products and building systems

This goal supports Government's strategic direction to expand innovation in the wood products sector. The goal focuses on addressing research, education and supply chain barriers hampering the growth of mass timber and next-generation engineered wood products and systems in B.C., and on guiding FII's efforts to work with partners inside and outside of government to ensure public projects prioritize the use of wood.

Objective 3.1: Wood is positioned as a preferred building material and B.C. as a leader in wood innovation

Long-term sustainability of the forest economy requires the active maintenance, creation and diversification of demand for B.C. forest products. FII is focused on expanding and advancing opportunities across the product value chain, from lumber suppliers and engineered wood manufacturers to skilled labour, engineers, designers and architects. By introducing new and advanced wood technologies and building systems here in B.C., wood is positioned as a preferred building material and B.C. as a leader in wood innovation. As a result, B.C.'s forest products can be more effectively marketed for construction, interior design and daily living at home and abroad.

Strategies incorporated under Objective 3.1 are delivered primarily through FII's Wood First program, which works to position B.C. as a leader in using innovative forest products and building systems by delivering promotional, research, educational and capacity building initiatives throughout the province. An independent Wood First Advisory Committee, made up of senior industry executives, provides strategic guidance on program implementation priorities. To effectively deliver its Wood First mandate, FII relies on existing research and service delivery organizations, promoting integrated planning and coordinated delivery of program activities and initiatives.

Key Strategies

- Facilitate research and development for new wood products and building systems and drive the dissemination of knowledge and results to appropriate audiences.
- Collaborate with all levels of government to drive better understanding of wood's role in addressing energy efficiency, low-carbon innovation and other environmental policies related to the building sector.
- Accelerate education, training and technical support to encourage wood use, including mass timber and other engineered wood products and systems.
- Advance the competitiveness of B.C.'s value-added wood sector by encouraging supply chain optimization and the development of next-generation wood products and building solutions.
- Leverage B.C.'s advancements in wood use by mobilizing provincial research, expertise and technologies that embrace and showcase wood, including community and Indigenous projects across B.C.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1 Total sales (CAD, millions) of wood attributable to directly influenced and converted projects – B.C.’s non-residential and multi-storey/multi-family residential construction markets	\$68	\$70	\$74	\$76

Data source: Canadian Council’s [Wood WORKS! BC](#) program

Linking Performance Measure to Objective

This measure tracks success in increasing wood usage in B.C. in the commercial, institutional and multi-family residential/mid-rise segment. To this end, FII supports the [Wood WORKS! BC](#) program to deliver education and technical advisory activities that assist architects, builders and developers to incorporate more wood into projects, as well as convert their projects from other materials to wood. Efforts focus on a range of building types (i.e., multi-storey/multi-family, non-residential and taller buildings). This diversification strategy will help expand the influence of the program across the construction sector while protecting suppliers against market fluctuations in any one particular segment of the building sector.

Discussion

The ability to achieve Performance Measure 3.1 is contingent upon the performance of FII’s funding recipients in their delivery of Wood First programming and on other external factors impacting construction activity in B.C., such as the level of real estate investment and the process for approving and implementing building code changes. The target is based on the incremental increase in the value of wood sales that are generated in the year through projects converted and/or influenced by program activities funded by FII and its funded partners.

The target for sales attributable to program intervention was set at \$68 million or greater for 2021/22. Wood WORKS! BC has adjusted its operations to ensure project support and education can continue to be provided during COVID-19 and, as such, FII anticipates that the program will meet this target. Targets for 2022/23 will be influenced by economic recovery from COVID-19, the timely implementation of the 2020 building code revisions in B.C. and the speed by which new wood provisions are commercialized by the private sector. Industry is currently completing a strategic review of this program and it is expected that metrics will evolve as the program is refreshed in 2022/23. As such, forward-looking targets may change over the period of this three-year plan.

Goal 4: FII is a highly effective, innovative and proactive organization

FII's business practices incorporate robust financial controls and a performance management framework, including monitoring, audit and evaluation, built on long-term market development principles and a comprehensive risk-assessment strategy. All these approaches reflect government policies and best practices and are consistent with direction articulated in FII's Mandate Letter.

Objective 4.1: FII's market development programming is strategic, focused and provides the highest value for the forest sector and the taxpayers of B.C.

FII is committed to delivering programs that deliver the highest value for the forest sector and the taxpayers of B.C. Consistent with this commitment, FII delivers its primary programs and services in collaboration with the forest industry, the federal government, the research community and other provincial agencies, including JERI and FLNR. By partnering with forest sector organizations from Canada and abroad, FII is able to leverage its expertise and financial resources to maximize the effectiveness and efficiency of its programs. In delivering against its mandate, FII remains committed to a path of environmental sustainability, including minimizing its environmental footprint, in order to protect the natural environment and the B.C. economy for future generations.

Key Strategies

- Ensure FII is efficient, transparent and results-focused by continuing to implement a rigorous performance management system and monitoring and auditing funded projects according to explicit risk assessments.
- Work with JERI and FLNR to ensure ongoing engagement and program alignment.
- Continuously review priorities and strategies to ensure that programs and services stimulate innovation in products and markets and are delivered in an efficient and cost-effective manner.
- Minimize FII's carbon footprint and promote environmentally responsible business activities.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1 Other organizations' aggregate contribution to recipient funding program	65%	65%	65%	65%

Data source: Forestry Innovation Investment Ltd.

Linking Performance Measure to Objective

This measure tracks the effectiveness of FII in securing external resources to deliver market development programs at the lowest possible cost to the B.C. taxpayer. The willingness of industry, the federal government and other provincial governments to contribute to market development activities is a direct indicator of the value they place on these activities, particularly at a time of severe resource constraints.

Discussion

The 65 per cent target figure reflects the share of funding provided by others (industry and the federal government) to FII's cost-shared recipient funding program across the suite of investments in all programs and markets. While the proportion of funds received from industry and the federal government varies by market and type of activity, FII's goal is to maintain an average of 65 per cent "other" funding in the program. Given this is an average across a suite of investments, where some fluctuation is expected year-to-year, 65 per cent is viewed as an optimal target. Data to support this measure is sourced from the online recipient funding system, which is co-funded and managed by FII and Natural Resources Canada, and through FII's year-end financial reporting. FII is on track in 2021/22 to meet the 65 per cent target.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Contribution from the Province of B.C. ⁽¹⁾	21,550	21,550	19,550	19,550
Contribution from the Federal Government ⁽²⁾ ^{(3) (4)}	2,254	1,980	1,980	1,980
Other Revenue ⁽⁵⁾	150	250	250	250
Total Revenue	23,954	23,780	21,780	21,780
Total Expenses				
Funding Recipient Initiatives ⁽⁶⁾	10,690	10,750	8,750	8,750
Market Initiatives and Outreach				
Government Initiatives and Outreach	5,011	5,030	5,055	5,130
China Market Development ⁽⁸⁾	2,471	2,500	2,450	2,400
India Market Development ⁽⁷⁾	3,106	2,600	2,500	2,400
Vietnam Market Development	1,066	1,250	1,350	1,400
Corporate Services	1,610	1,650	1,675	1,700
Total Expenses	23,954	23,780	21,780	21,780
Excess of Revenue over Expenses	0	0	0	0
Retained Earnings, End of Year	5,041	5,041	5,041	5,041
Capital Expenditures	250	250	150	150
Total Liabilities	2,580	2,510	2,510	2,510

¹ 2021/22 includes base budget of \$19.55 million plus \$2.0 million for the Mass Timber Demonstration Program. 2022/23 includes \$2.0 million for the continuation of the Mass Timber Demonstration Program.

² Approximately \$2.25 million in 2021/22 is a contribution from Natural Resources Canada (NRCan); \$1.32 million towards the India initiative; \$0.53 million for the Vietnam initiative; \$0.39 million to cost-share other initiatives.

³ Approximately \$1.98 million in 2022/23 is anticipated from NRCan towards the following: \$1.33 million for the India Market Development program; \$0.55 million for the Vietnam program; and \$0.10 million to cost share other initiatives.

⁴ Funding from the Government of Canada (NRCan) is budgeted to continue at approx. \$1.98 million for the years 2023/24 and 2024/25 but is contingent on the federal Emerging Markets Program continuing at current funding levels.

⁵ Includes contributions from industry associations and other miscellaneous income.

⁶ 2021/22 and 2022/23 each include \$2.0 million for the Mass Timber Demonstration Program.

⁷ FII is currently completing a strategic review of its India program, the budget in 2022/23 and onward may adjust slightly pending the outcome of the review.

⁸ FII China's Shanghai office lease expires on Dec 31, 2022, so the upward adjustment to budget 2022/23 and 2023/24 relates to moving costs and office improvements in order to relocate.

Key Forecast Assumptions, Risks and Sensitivities

The majority of FII's investments, programming and activities are funded by the Ministry of Jobs, Economic Recovery and Innovation. FII assumes that industry trade associations, research institutes and universities will continue to propose eligible and acceptable activities for FII funding and that partial funding for these activities will account for approximately half of FII's expenditures.

FII funds extensive market development programming in offshore markets, particularly in Asia. As a result, FII is subject to foreign exchange risk through its program payables and advances, and a portion of FII's program costs, which are denominated in Chinese Renminbi, Indian Rupee, Vietnamese Dong, U.S. dollars and other foreign currencies. While FII manages exposure to currency risk by monitoring assets and liabilities denominated in foreign currencies and by purchasing foreign denominated currency when market conditions are favourable, volatility in the value of the Canadian dollar against foreign currencies has increased exchange rate risk.

As COVID-19 restrictions in certain markets continue to impact tradeshow, the delivery of educational seminars, in person events and employee travel, strategies have been developed to mitigate these impacts, such as delivering education and promotional seminars online and connecting with stakeholders using virtual tools.

Management's Perspective on the Financial Outlook

For 2022/23, FII anticipates receiving \$21.55 million in funding from the Province and \$1.98 million from Natural Resources Canada, of which \$1.33 million is to go towards the FII India program, \$0.55 million towards the Vietnam Program, \$0.10 million towards other cost-shared initiatives. \$0.25 million is anticipated to be received from other sources. The Mass Timber Demonstration Program is continuing in 2022/23 (with an allocation of \$2 million in 2021/22 and \$2 million in 2022/23 from the Province).

About half of the available funding from the Province will be used to share the cost of activities proposed and delivered by not-for-profit organizations that responded to FII's most recent market development and Wood First calls for proposals. The budget allocation for such funding recipients will be \$8.75 million. Other budget allocations will be:

- FII China: \$2.5 million - approximately the same as the forecasted spending for 2021/22.
- FII India: \$2.6 million - below the forecasted spending in 2021/22 as a result of the strategic review.
- FII Vietnam: \$1.25 million - above the forecasted spending in 2021/22 as the program ramps up.
- FII Vancouver's Government Initiatives and Outreach: \$5.03 million.

Appendix A: Additional Information

Corporate Governance

FII is responsible to the Minister of Jobs, Economic Recovery and Innovation through a four-member Board of Directors. The Government appoints the Board to set operational policy, and in cooperation with senior management, to set strategic direction. The Board monitors FII's performance based on the Province's planning and reporting principles. The Board also appoints the President & Chief Executive Officer (CEO) and delegates responsibility to the President & CEO for the day-to-day leadership and management of the organization.

Full details on FII's governance principles, GBA+ commitments, the role and membership of the Board of Directors, senior leadership, as well as corporate reports and details on compliance to the requirements of the Crown Agencies and Board Resourcing Office, are available at www.bcfii.ca/governance. FII is in full compliance with Governance and Disclosure Guidelines for Governing Boards of B.C. Public Sector Organizations.

Organizational Overview

FII works with the forest industry, B.C. Government ministries, the Government of Canada, research institutions, and other stakeholders to deliver forward looking, innovative market development programs. To provide the best value for the B.C. public and stakeholders, FII uses a joint delivery model for program delivery. This approach takes advantage of industry expertise and marketing networks and ensures that program costs are shared with other organizations.

Details on FII's mandate, its goals and values, and its location and organizational structure are available at www.bcfii.ca, as are previous Service Plans and Annual Service Plan Reports. Also available on the site is additional information on FII and its programs and partners, including an annual [Year in Review](#) document that highlights accomplishments in major markets around the world.

Comprehensive information about B.C.'s sustainable forest management practices and products is available at www.naturallywood.com, including links to many forest product companies and trade associations.

FII maintains a head office in Vancouver, B.C., with subsidiary operations located in China, India and Vietnam (detailed in Appendix B).

Appendix B: Subsidiaries and Operating Segments

Active Subsidiaries

FII Consulting (Shanghai) Co. Ltd.

(Wholly owned by Forestry Innovation Investment Ltd.)

Primary business: Supporting the B.C. forest industry by directing market research and leading government relations and business development, particularly with state-owned enterprises.

Objective: To grow the market for B.C. wood products in China, primarily by creating new demand for structural lumber and related building products.

Governance: Sole Executive Director: Michael Loseth, FII President & CEO

Senior Management: Guoli Liu, Senior Director, Government Relations

Strategic Direction and Operating Environment: The business activities and priorities of FII Consulting (Shanghai) Co. Ltd. are fully consistent with the mandate, strategic priorities and fiscal plan of FII Ltd.

Risk Management: FII funds its market development programming in China from Canada and, as a result, FII is subject to foreign exchange risk through its program advances to its subsidiary companies. Program costs for this subsidiary are denominated in Chinese Renminbi. FII manages its exposure to currency risk by monitoring assets and liabilities denominated in these foreign currencies and by purchasing foreign denominated currency when market conditions are favourable. The lower value of the Canadian dollar against the U.S. dollar has increased FII's exchange rate risk as the value of the Chinese Renminbi is roughly pegged against the U.S. dollar. Consequently, increases or decreases in the value of the U.S. dollar relative to other currencies can affect the value of the Renminbi against the Canadian dollar.

Financial Summary

\$000	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue	2,471	2,500	2,450	2,400
Total Expenses	2,471	2,500	2,450	2,400
Annual Surplus (Deficit)	0	0	0	0

FII Consulting India Private Limited

(Jointly owned by Forestry Innovation Investment Ltd. and 0939031 B.C. Ltd.)

Primary business: Supporting the development of the Indian market for B.C. forest products through market research, promoting B.C. wood products and related technologies, undertaking product trials and demonstration work, and leading communication and education outreach efforts to enhance awareness of B.C. and Canadian softwood species in India.

Objective: To establish a new market for B.C. wood products in India by creating demand for lumber suitable for the manufacturing of furniture, doors and windows, interior millwork and other products.

Governance: Four-member Board of Directors:

- Michael Loseth (Chair), FII President & CEO
- Douglas Greig, FII Vice President and Chief Financial Officer
- Jim Messer, FII Vice President International Marketing
- Pranesh Chhibber, FII India Country Director

Senior Management: Pranesh Chhibber, Country Director, FII India

Strategic Direction and Operating Environment: The business activities and priorities of FII Consulting India Private Limited are fully consistent with the mandate, strategic priorities and fiscal plan of FII Ltd.

Risk Management: FII funds its market development programming in India from Canada and, as a result, FII is subject to foreign exchange risk through its program advances to its subsidiary companies. Program costs for this subsidiary are denominated in Indian Rupees. FII manages its exposure to currency risk by monitoring assets and liabilities denominated in these foreign currencies and by purchasing foreign denominated currency when market conditions are favourable.

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue	3,106	2,600	2,500	2,400
Total Expenses	3,106	2,600	2,500	2,400
Annual Surplus (Deficit)	0	0	0	0

Forestry Innovation Consulting (Vietnam) Ltd.

(Wholly owned by Forestry Innovation Investment Ltd.)

Primary business: Supporting the development of the Vietnam market for B.C. forest products through market research, promoting B.C. wood products, undertaking product trials, and leading communication and education outreach efforts to enhance awareness of B.C. and Canadian softwood species in Vietnam.

Objective: To establish a new market for B.C. wood products in Vietnam by creating demand for lumber suitable for the manufacturing of furniture, doors and windows, interior millwork and other non-structural products.

Governance: Chairperson governance model represented by two positions:

- Michael Loseth (Chairperson), FII President & CEO
- David Turnbull (General Director), Senior Director Business Development

Senior Management: David Turnbull, Senior Director Business Development

Strategic Direction and Operating Environment: The business activities and priorities of Forestry Innovation Consulting (Vietnam) Ltd. are fully consistent with the mandate, strategic priorities and fiscal plan of FII Ltd.

Risk Management: FII funds its market development programming in Vietnam from Canada and, as a result, FII is subject to foreign exchange risk through its program advances to its subsidiary companies. Program costs for this subsidiary are denominated in Vietnamese Dong. FII manages its exposure to currency risk by monitoring assets and liabilities denominated in this foreign currency and by purchasing foreign denominated currency when market conditions are favourable.

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue	1,066	1,250	1,350	1,400
Total Expenses	1,066	1,250	1,350	1,400
Annual Surplus (Deficit)	0	0	0	0

Inactive Subsidiaries

- FII maintains a non-operating subsidiary company, 0939031 B.C. Ltd. (wholly owned by Forestry Innovation Investment Ltd.) whose sole purpose is to function as the second shareholder of FII Consulting India Private Limited (reflecting India legislation that requires foreign-owned companies to have at least two shareholders).

Appendix C: Crown Mandate Letter from the Minister Responsible



Ref: 153796

April 19, 2021

John Allan
Chair, Board of Directors
Forestry Innovation Investment, Ltd.
Suite 1200-1130 Pender Street West
Vancouver, BC V6E 4A4

Dear John Allan:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (BC).

Every public sector organization is accountable to the citizens of BC. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Forestry Innovation Investment Ltd., on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Forestry Innovation Investment Ltd. about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

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Ministry of Jobs,
Economic Recovery
and Innovation

Office of the Minister

Mailing Address:
PO Box 9071 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 356-2771
Fax: 250 356-3000

Location:
Room 301
Parliament Buildings
Victoria BC

www.gov.bc.ca

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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As the Minister responsible for Forestry Innovation Investment Ltd., I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Promote wood's environmental merits as a preferred, sustainable and renewable building material.
- Expand international market diversification for BC wood products by opening new opportunities in existing and new markets, with a strong focus on high-potential markets in Asia, including China, Japan, South Korea, India and Vietnam.
- Showcase BC's leadership in manufacturing and using wood by profiling innovative projects and leverage that experience to expand the use of wood at home and abroad.
- Collaborate with BC Provincial Government partners to jointly deliver on the Province's objective to expand our mass timber and engineered wood-products sector in BC.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better BC.

Sincerely,



Ravi Kahlon
Minister

April 19, 2021

Date

Enclosure

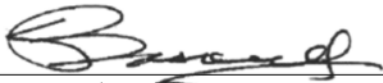
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John Allan
Chair
Forestry Innovation Investment Ltd.



Bobbi Plecas
Vice Chair
Forestry Innovation Investment Ltd.



Shannon Baskerville
Director
Forestry Innovation Investment Ltd.



Neillane Mayhew
Director
Forestry Innovation Investment Ltd.

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary
and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Bobbi Plecas
Deputy Minister
Ministry of Jobs, Economic Recovery and Innovation

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education and Skills Training

Neilane Mayhew
Deputy Minister
Ministry of Tourism, Arts, Culture and Sport

Michael Loeth
Chief Executive Officer/President
Forestry Innovation Investment Ltd.

BRIEFING NOTE
CROWN AGENCIES

Name: Innovate BC

Legislative Authority: *Innovate BC Act*

Mandate:

- Develop and deliver tools, resources, expert guidance, programs and initiatives that strengthen entrepreneurship development and increase company growth, accelerate technology commercialization, adoption and diffusion, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of underrepresented groups including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities.
- Build and maintain strategic partnerships with technology and innovation stakeholders in industry, academia, other governments and across regions in alignment with Government's strategic direction.
- Provide input into Government's development of technology and innovation policy, particularly related to program development.
- Government expects Innovate BC to make progress on the following items:
 - In collaboration with the Ministry and key partners, support the development of a Provincial vision for innovation that maximizes the generational opportunity to build the economy of the future; supports existing sectors of our economy to adopt technology and innovation to support sustainability, competitiveness and inclusion; and realizes the province's untapped human potential; and outline next steps for implementation;
 - Provide options on how to support the BC Fast Pilot program (a program that assists B.C. businesses to secure their first paying customer);
 - Continue supporting commercialization and adoption of tech solutions that support key industries in B.C.;
 - Provide options on how to support work placements (i.e. tech Co-op Grant Program and Innovator Skills Initiative) to prioritize placements for women, Indigenous people, people of colour and others currently underrepresented in B.C.'s tech sector, including baseline data on current representation; and
 - Work with the Province, the post-secondary system, industry and other private sector training providers to identify strategies and an implementation plan for British Columbians to pursue online courses to re-skill for the digital economy.
- Support Government in the implementation of strategic initiatives identified throughout the year that leverage technology and innovation to support economic recovery to:
 - Ensure that programs and initiatives align with Government strategic direction; and
 - Report on program outcomes using strong performance metrics.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Petter	Andrew	Chair	Order in Council	14-May-18	May 15, 2023
Stuckert	Donald	Vice-Chair	Order in Council	14-May-18	May 15, 2023
Chang	Li Ting (Jack)	Director	Order in Council	22-Jun-20	May 15, 2023
De Martin	Edoardo	Director	Order in Council	16-Jul-21	May 14, 2024
De Rosenroll	Emilie	Director	Order in Council	12-Jul-21	May 14, 2024
Esford	Lesley	Director	Order in Council	14-May-18	May 15, 2023

Fergusson	Michael	Director	Order in Council	14-May-18	May 15, 2023
Gill	Catherine	Director	Order in Council	14-May-18	May 15, 2023
Krysko	David	Director	Order in Council	14-May-18	May 15, 2023
Maine	Elicia	Director	Order in Council	22-Jun-20	May 15, 2023
Murphy	Gail	Director	Order in Council	14-May-18	May 15, 2023
Roemer	Thomas	Director	Order in Council	14-May-18	May 15, 2023
Sayani	Jameel	Director	Order in Council	12-Jul-21	May 14, 2024
Williams	Denise	Director	Order in Council	12-Jul-18	May 15, 2023
Sinclair	Geraldine	Ex-Officio Member	Order in Council	16-July-21	July 16, 2023

Appointments required:

- Benjamin Sparrow resigned from the Board in July 2022. A new Director may be appointed at any time. Innovate BC aims to have a list of recommended candidates this fall. The Innovate BC Act states that the board can consist of no more than 15 directors. The board currently has 14 directors.

Issues:

- **30 Days:** The Ministry is working on an agreement for Innovate BC to host the Integrated Marketplace Operations of the Integrated Marketplace Initiative (ZELDA).
- **60 Days:** Innovate BC has several initiatives proposed under the Future Ready: Skills for the Jobs of Tomorrow plan advancing as a package with other JERI items to Treasury Board this fall.
- **90 Days:** The Ministry will be working with Innovate BC to better align Innovate BC programs and services with government priorities during the fall and winter.

Key Contact:

Raghwa Gopal
 President and CEO, Innovate BC
 604-683-2724
 rgopal@innovatebc.ca



Ref: 154593

May 20, 2021

Andrew Petter, C.M., Q.C.
Chair, Board of Directors
Innovate BC
9th Floor, 1188 West Georgia Street
Vancouver, BC V6E 4A2

Dear Andrew Petter:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (BC).

Every public sector organization is accountable to the citizens of BC. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Innovate BC, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Innovate BC about priorities and expectations for the coming fiscal year.

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I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of BC will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of BC within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for Innovate BC, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Provide input into Government's development of technology and innovation policy, particularly related to program development.
- In alignment with Government's strategic direction, continue to build and maintain strategic partnerships with technology and innovation stakeholders in industry, academia, other governments and across regions.
- Continue to develop and deliver tools, resources, expert guidance, programs and initiatives that strengthen entrepreneurship development and increase company growth, accelerate technology commercialization, adoption and diffusion, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of under-represented groups including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities
- Over the course of 2021/22, Government expects Innovate BC to make progress on the following specific items:
 - In collaboration with the Ministry and key partners, support the development of a Provincial vision for innovation that maximizes the generational opportunity to build the economy of the future; supports existing sectors of our economy to adopt technology and innovation to support sustainability, competitiveness and inclusion; and realizes the province's untapped human potential; and outline next steps for implementation;

.../4

- Provide options on how to support the BC Fast Pilot program (a program that assists BC businesses to secure their first paying customer);
 - Continue supporting commercialization and adoption of tech solutions that support key industries in BC;
 - Provide options on how to support work placements (i.e. Tech Co-op Grant Program and Innovator Skills Initiative) to prioritize placements for women, Indigenous people, people of colour and others currently underrepresented in BC's tech sector, including baseline data on current representation; and
 - Work with the Province, the post secondary system, industry and other private sector training providers to identify strategies and an implementation plan for British Columbians to pursue online courses to re-skill for the digital economy.
- Support Government in the implementation of strategic initiatives identified throughout the year that leverage technology and innovation to support economic recovery to:
 - Ensure that programs and initiatives align with Government strategic direction; and
 - Report on program outcomes using strong performance metrics.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better BC

Sincerely,



Ravi Kahlon
Minister

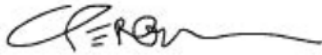
Date: May 20, 2021

Enclosure

.../5



Andrew Petter
Chair
Innovate BC



Michael Fergusson
Director
Innovate BC



Dave Krysko
Director
Innovate BC



Dr. Tom Roemer
Director
Innovate BC



Don Stuckert
Director
Innovate BC



Jack Chang
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Innovate BC



Gerri Sinclair
Director
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Dr. Lesley Esford
Director
Innovate BC



Suzanne Gill
Director
Innovate BC



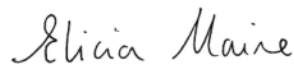
Dr. Gail Murphy
Director
Innovate BC



Benjamin Sparrow
Director
Innovate BC



Denise Williams
Director
Innovate BC



Dr. Elicia Maine
Director
Innovate BC

Andrew Petter, C.M., Q.C.

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pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

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Director
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Gerri Sinclair
Director
Innovate BC

Raghwa Gopal
Chief Executive Officer/President
Innovate BC

Innovate BC

**2022/23 – 2024/25
Service Plan**

February 2022



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Vancouver, BC, V6E 4A2

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Or visit our website at

innovatebc.ca

Published by Innovate BC

Board Chair's Accountability Statement



The 2022/23 – 2024/25 Innovate BC Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. 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. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2022 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Innovate BC'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 Innovate BC's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink that reads "Andrew J. Petter".

Andrew J. Petter, CM QC
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/23, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how Innovate BC will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Innovate BC Mandate Letter](#).

The Government of British Columbia has mandated Innovate BC to nurture and support the power of innovation to add value across all sectors of the provincial economy. As such, the Province sees Innovate BC as a critical instrument to helping it realize its long-term economic vision. In alignment with Government's strategic direction, Innovate BC will continue to encourage technology and innovation growth throughout the province.

As outlined in the [2021/22 Mandate Letter](#) from the Minister of Jobs, Economic Recovery and Innovation, Innovate BC will continue to focus and expand on last year's strategic priorities, including to:

- Develop and deliver tools, resources, expert guidance, programs and initiatives that strengthen entrepreneurship development and increase company growth, accelerate technology commercialization, adoption and diffusion, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of underrepresented groups, including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities.
- Work with the Province, the post-secondary system, industry and other private sector training providers to identify strategies and an implementation plan for British Columbians to pursue online courses to re-skill for the digital economy.
- Provide input into Government's development of technology and innovation policy, particularly related to program development.
- Build and maintain strategic partnerships with technology and innovation stakeholders in industry, academia, other governments and across regions.
- In collaboration with the Ministry of Jobs, Economic Recovery and Innovation and key partners, support the development of a Provincial vision for innovation.

- Provide options on how to support the BC Fast Pilot program (a program that assists B.C. businesses to secure their first paying customer).
- Support Government in the implementation of strategic initiatives identified throughout the year that leverage technology and innovation to support economic recovery.

Operating Environment

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Innovate BC operates with support of its primary funder, the Ministry of Jobs, Economic Recovery and Innovation. Innovation across B.C.'s economy is a key component of the government's economic recovery and long-term plans. As such, Innovate BC works with all levels of government, the private sector, non-government organizations (NGOs), post-secondary institutions and others to foster innovation so that British Columbians in all regions of the province can benefit from a thriving, sustainable and inclusive economy.

To that end, Innovate BC has developed an updated five-year strategic plan that responds to government priorities and B.C.'s changing economic landscape. Innovate BC's strategic plan is grounded in its aspiration to be a catalyst for making B.C. a global innovation leader by strengthening B.C.'s innovation ecosystem across all regions of the province. It will seek to do so by increasing the innovation capacities of B.C.'s industries, businesses, and communities; fostering connectivity across the innovation ecosystem; informing and influencing government innovation policy; and growing the profile and awareness of its programs and partnerships.

Linking industry, businesses, NGOs, and government with innovation providers, including the province's post-secondary institutions, for mutual benefit is critical to strengthening B.C.'s innovation economy. Innovate BC plans to play a key role in forging these relationships to expand B.C.'s innovation capacities and create new market opportunities.

While B.C.'s economy is starting to recover from the unprecedented challenges posed by the COVID-19 pandemic, many businesses continue to face obstacles. Over the past two years, Innovate BC has broadened its focus to provide support for B.C. businesses beyond the tech sector, including programs created in response to the pandemic such as the Digital Economy: Rapid Response + Resiliency Program (DER3). Innovate BC, with the help of its partners, will

continue to create opportunities to support B.C. businesses in their efforts to embrace innovation, as well as adopt digital tools and platforms to become more resilient.

There is an ongoing need to bring technological innovations to traditional industries including forestry, mining, oil and gas, and agri-foods. By ensuring its programs address the growing needs of the market, Innovate BC will continue to support the entrepreneurial community and encourage the commercialization of technology. In B.C.'s traditional industries, there is an identified need to create demand-driven solutions that reduce risk for buyers. Innovate BC will support this need by strategically creating, leveraging and pursuing demand-driven aggregated procurement opportunities through partnerships and new integrated marketplaces.

Businesses across different industries are challenged by a skills shortage and an increasingly competitive landscape for talent. A skilled labour force is required to meet the growing need for technology-related jobs, both outside and within the tech sector, and to ensure a thriving innovation economy. Innovate BC has dedicated programs to support talent development, including the redesigned Innovator Skills Initiative, which helps under-represented people get their first job in B.C.'s tech sector. Innovate BC will create opportunities to support B.C. companies facing skills shortages, enabling them to grow and be successful. This will include strengthening partnerships with post-secondary institutions and other stakeholders to create and expand the reach of its programs and services.

There is critical need to continue to diversify the tech sector, as people from marginalized communities including IBPOC, youth, women, two-spirit, lesbian, gay, bisexual, transgender, queer, and other identities (2SLGBTQ+) are under-represented in the industry. With a significant talent gap and skills shortage, there is opportunity and a need for equity-seeking groups to enter, grow within and contribute tremendously to this expanding industry. Innovate BC will deliver and support programs that expand opportunities for traditionally underrepresented groups and advance reconciliation.

Another significant issue is access to capital for small and medium-sized technology companies. Viable new businesses are relatively successful at securing individual investors, but support needs to extend beyond the early stages of a company's growth. Innovate BC will address companies' needs in a number of ways. For example, Innovate BC will continue to deliver the Ignite program in fiscal 2022/23, which provides up to \$300,000 to B.C.-based technology companies to fund their innovation projects in the natural resources and applied sciences. In addition, Innovate BC has now completed the third year of the BC Fast Pilot program in partnership with the federal National Research Council's Industrial Research Assistance Program (IRAP) which provides funding for B.C.-based small- and medium-sized enterprises (SMEs) to design, build and operate a pilot plant or small demonstration site for their technology in real-world conditions. This allows companies to demonstrate the impact of their product, measure the value of their solution and encourage customer adoption. Innovate BC is exploring options to continue this program in the 2022/23 fiscal year.

Performance Planning

Goal 1: Encourage the Development and Application of Advanced or Innovative Technology to Meet the Needs of Industry and Support Provincial Priority Areas

Objective 1.1: Facilitate the Commercialization of Innovative Technology

Commercialization is an entrepreneurial activity that takes a technology or intellectual property, creates a business around it, and introduces the new product or service to the market. Innovate BC's objective of facilitating the commercialization of innovative technologies across industry sectors is supported by a range of strategies, including matching innovators with industry-driven needs and opportunities, outreach to understand market challenges, its network of acceleration programs, and funding research projects.

Key Strategies

- Deliver the Ignite Program, which provides funding to accelerate commercialization of new technologies and innovations in the natural resources and applied sciences sectors.
- Understand market challenges within key sectors including: Agritech, Cleantech, Life Sciences, Mining, Forestry and Transportation.
- Match innovators with industry-driven needs and opportunities, with focus on areas where B.C. has a competitive advantage and can generate domestic industry demand.
- Fund SMEs to design, build and operate demonstration sites for their technology in order to demonstrate impact in real-world conditions and drive customer adoption.
- Assist B.C. companies across all sectors to increase their competitive advantage through the adoption of innovative technology.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Percentage of Innovate BC-funded companies who have made progress towards commercialization	86	86	86	86

Data source: Progress reports from program partners and/or program participants. This measure is based on participant surveys and presents the percentage of companies that have reported having majority or all milestones on track or completed in their plan towards commercialization.

Linking Performance Measure to Objective

Innovate BC supports programs and initiatives that help innovative technologies reach the market. Regular company reporting of progress towards commercialization indicates that Innovate BC's programs are having the desired impact: facilitating and accelerating the commercialization of promising innovations that will help solve broad industry problems and provide significant benefits to B.C.

Discussion

Innovate BC will continue to offer programs with a proven benefit to B.C. companies, while understanding that some companies may experience a negative impact on plans or operations due to the COVID-19 pandemic. Innovate BC anticipates meeting its target of 86 per cent in 2022/23 by continuing with existing strategies and tactics that achieved success in 2021/22. The target of 86 per cent is based on historical program data and is considered a strong outcome to achieve.

Goal 2: Strengthen Entrepreneurship and Talent Development in B.C.

Objective 2.1: Develop and Enhance Entrepreneurial and Technology Skills and Expertise

Innovate BC works with its program partners, including accelerators and post-secondary institutions, to mentor entrepreneurs and train young professionals – the future leaders in business and technology in B.C. By training entrepreneurs and developing their skills, companies are more likely to succeed and grow, creating high-paying jobs in B.C. and strengthening the local economy. Innovate BC supports the growth and success of B.C. companies now and in the future by offering programs that train young professionals to work at technology companies, to assume tech-enabled jobs in other industries, and to become future entrepreneurs. Innovate BC is expanding the reach of this objective by targeting programs to increase participation and opportunities for under-represented and impacted groups.

Key Strategies

- Deliver programs that help under-represented people get their first job in B.C.'s tech sector and retrain mid-career professionals from other sectors in an effort to support companies facing skills shortages.
- Provide employers with diversity, equity and inclusion hiring resources and tools.
- Create strategic partnerships with Indigenous-led organizations and other organizations supporting under-represented groups to expand reach of programs and services.
- Promote mentorship and training through the B.C.-based network of Executives-in-Residence (EIRs) and accelerators (BC Acceleration Network), as well as fund province-wide training to develop senior leadership, focused on essential competencies for driving scale in business.
- Sponsor and promote appropriate conferences, competitions and events that provide valuable education and networking opportunities, including the New Ventures BC Competition.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a The percentage of participants in Venture Acceleration Program and/or Scale-Up program who report that programs have a high value impact in advancing their entrepreneurial skills. ¹	87	87	87	87
2.1b The percentage of participants previously employed by a company through a talent development program that were subsequently hired by the same company or by another company in an equivalent position. ²	50	50	50	50

¹Data Source: Progress reports from program partners and/or program participants. This measure is based on participant surveys where high value is defined as a value of 7 or more on a 10-point evaluation scale.

² Data Source: Final reporting from program participants, at the close of the employment opportunity.

Linking Performance Measure to Objective

- 2.1a Innovate BC receives confirmation from entrepreneurs and businesses that its programs provided them with entrepreneurial skills and expertise to support their venture's growth. This measure indicates the value Innovate BC programs have provided in equipping them with the knowledge and skills to advance their businesses.
- 2.1b It is essential that companies participating in Innovate BC-funded programs progress from early-stage ventures to larger, mature companies that offer job opportunities to British Columbians. In addition, young professionals and under-represented groups that go through Innovate BC talent development programs become more desirable hires because they have gained key skills that will allow them to bridge the gap from education to joining the workforce.

Discussion

Performance Measure 2.1a is entering its third year and encompasses participant feedback from two programs. Data collected from 2021/22 onward will show if goals and objectives are being met. Innovate BC expects 2021/22 feedback to reflect the specific needs entrepreneurs faced due to the COVID-19 pandemic.

Innovate BC has slightly adjusted its definition of "high value" to be a rating of 7+/10 instead of 8+/10 as this is considered a more realistic rating expected from program participants. The target of 87 per cent is based on historical program data and considered a strong outcome to achieve.

Performance Measure 2.1b measures the percentage of participants previously employed by a company through a talent development program that were subsequently hired by the same company or by another company in an equivalent position, allowing Innovate BC to closely evaluate the impact of programs in developing key skills that are desirable to companies in B.C.

Tracking program participants that are hired by another company in an equivalent role is a new addition to this Performance Measure. This is a valuable addition as it captures how participants in Innovate BC's talent development programs become desirable hires to other employers. A further change to this measurement is the reference to "participants" compared to "students" in the previous year's service plan to reflect the broadened eligibility of the redesigned Innovator Skills Initiative.

The target of 50 per cent is based on past program data and considered a reasonable outcome to achieve as there are participants like students who are not able to continue employment following their placement.

Goal 3: Increase Company Growth and Expansion

Objective 3.1: Deliver Programs and Services that Help Companies Increase Revenue, Jobs and Investment

Innovate BC and its partners deliver programs that help entrepreneurs start companies, connect with experts and validate their markets. In addition, Innovate BC provides high-potential companies with enhanced support, including mentorship workshops, and connections to capital and new market opportunities. Through programs that encourage company growth and expansion, Innovate BC aims to drive sustainable company growth, while ensuring the benefits of this growth are felt in all regions of the province.

Key Strategies

- Assist high-potential companies to identify critical talent, capital and market opportunities to increase jobs and accelerate revenue growth.
- Support intellectual property programming in B.C.
- Provide high-potential companies with tailored input and assistance as to how they can best prepare and position their companies to capitalize on growth and industry opportunities.
- Assist B.C. companies across all sectors to increase their competitive advantage through the adoption of innovative technology.
- Sponsor the New Ventures BC Competition, which awards education, mentorship and prizes to B.C.'s top new start-ups.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a The percentage of participants in Innovate BC-funded programs who report that Innovate BC's programs have a high value impact in advancing their technology venture. ¹	87	87	87	87
3.1b The percentage of companies that took part in the Venture Acceleration Program that generated revenue, jobs and/or investment. ²	75	75	75	75

¹Data Source: Progress reports from program partners and/or program participants. Program participants rate the programs high value impact on a 10-point scale. The responses are converted to the percentage that rate the program as high value, 7+ on the 10-point scale.

²Data Source: Progress reports from program partners. This measure is based on the percentage of total companies in a program that generated jobs and/or revenue and/or investment.

Linking Performance Measure to Objective

- 3.1a This measure provides confirmation from entrepreneurs and businesses that Innovate BC-funded programs enable their ventures to progress. It indicates the value these programs have provided in equipping them with the knowledge and tools to advance their businesses.
- 3.1b This measure looks at the percentage of total Venture Acceleration Program companies that grew in the fiscal year by generating jobs and/or revenue and/or investment. This indicates that the program is having its desired impact of increasing company growth and/or expansion.

Discussion

These measures are entering their third year of use.

Performance Measure 3.1a confirms the overall value of Innovate BC's suite of programs. Innovate BC has slightly adjusted its definition of "high value" to be a rating of 7+/10 instead of 8+/10 as this is considered a more realistic rating expected from program participants. This Performance Measure was based on a rating of 7+/10 prior to fiscal 2020/21. The target of 87 per cent is based on historical program data and considered a strong outcome to achieve

Performance Measure 3.1b sets its target at 75 per cent, as it takes time for new companies to generate results. The target is based on participant survey results from 2015/16 and 2016/17 data and is considered a strong outcome. This measure also allows Innovate BC to monitor the impact of the COVID-19 pandemic on the ability of companies to grow, versus regaining and maintaining business activity.

Goal 4: Support Government in the Implementation of Strategic Initiatives that Strengthen B.C.'s Position as a Preferred Location for New and Emerging Technologies

Objective 4.1: Support Entrepreneurs to be Successful in Building their Companies in B.C.

Innovate BC invests in programs for entrepreneurs who will build their companies in our province. This is so the benefits resulting from company growth (job creation, economic growth, first access to innovation) are felt by British Columbians. Innovate BC also focuses on programs that support companies in later stages to help keep talent and jobs in B.C.

Key Strategies

- Work with partners to focus program resources on entrepreneurs who can achieve early customer acquisition in B.C.
- Provide regional support to innovators in the form of solutions for early validation and a roadmap to global markets.
- Host virtual and/or in-person events that introduce industry to made-in-B.C. technologies and innovations, and connect local innovators to real market opportunities, with a focus on regional and under-represented groups.
- Celebrate and promote B.C. innovation and companies in an effort to expand opportunities for growth and investment.
- Collect and analyze data to support government policy development and implementation, as well as advance innovation initiatives that support the Province's economic, environmental and social priorities.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a The percentage of participants in Innovate BC-funded programs who are assessed as being able to be successful in starting and growing their venture within B.C. ¹	95	95	95	95

¹Data Source: Progress reports from program partners.

Linking Performance Measure to Objective

This performance measure indicates what percentage of participants in Innovate BC programs are assessed as having the resources and opportunity to build successful businesses in B.C. Entrepreneurs with early-stage innovative concepts and business ventures are highly mobile. For many, it is tempting to move to new locations outside B.C. to be near their key customers, suppliers or investors. Innovate BC assesses the likelihood that a venture will stay in B.C. to avoid committing taxpayer resources to ventures that are destined to create jobs elsewhere. The likelihood is tied to the ability to build relationships with customers, suppliers and investors from within B.C.

Discussion

Innovate BC delivers programs that target ambitious companies and provide considerable hands-on support. This targeted support enables companies in Innovate BC's programs to be confident in their ability to be successful without leaving the province, which is reflected in the target. The target of 95 per cent is based on historical program data and considered a strong outcome.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Province of British Columbia	21,090 ⁶	6,090	6,090	6,090
Government of Canada	6,276	0	0	0
Internal Program Funding ¹	1,126	810	0	0
NRAS Endowment ²	3,393	1,500	1,500	1,500
Interest and Other	200	132	155	155
Total Revenue	32,085	8,532	7,745	7,745
Total Expenses				
By Program Area or Function				
Programs and Initiatives	25,236	3,539	2,729	2,729
NRAS Endowment	3,293	1,400	1,400	1,400
Salaries and Benefits	2,150	2,258	2,303	2,350
Rent	348	355	360	360
Amortization	40	35	30	25
Operational & Administrative Expenses ³	1,018	945	923	881
Total Expenses	32,085	8,532	7,745	7,745
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)⁴	57,097	57,097	57,097	57,097
Capital Expenditures⁵	50	50	50	50

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ Internal Program Funding represents the use of deferred program revenues.

² Accumulated interest from the Natural Resources and Applied Sciences Research (NRAS) Endowment Fund will provide funding for research activities of B.C. academic institutions and technology developers leading to commercializable projects.

³ Other operating costs include legal, audit, travel, directors' fees and office expenses.

⁴ Accumulated Surplus includes the \$50 million NRAS Endowment Fund capital.

⁵ Capital expenditures include costs of equipment, computer hardware and software.

⁶ Includes a one-time contribution of \$15 million for the Innovator Skills Initiative.

Natural Resources and Applied Sciences Research (NRAS) Endowment Fund

In fiscal year 2005/2006, Innovate BC was charged with stewarding an endowment contribution of \$50,000,000 from the then Ministry of Advanced Education. The Endowment capital is permanently restricted. Investment earnings are restricted for the support of training, research, and development in natural resources and applied sciences.

In November 2021, the Board approved a new investment policy and established a portfolio of the NRAS funds to be managed by British Columbia Investment Management Corporation to increase the annual investment income.

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
NRAS Endowment Fund	50,000	50,000	50,000	50,000
Interest Accumulated, Beginning	4,554	2,761	3,461	4,511
Annual Investment Income	1,500	2,200	2,550	2,600
Program Expenditures	(3,000)	(1,325)	(1,325)	(1,325)
Administrative & Professional Fees	(293)	(175)	(175)	(175)
Forecast Interest Balance	2,761	3,461	4,511	5,611

Key Forecast Assumptions, Risks and Sensitivities

- The forecast revenues are presented under current government financial requirement guidelines. The funding for Innovate BC is reviewed annually through the budget process.
- Interest earned on investments is forecasted to increase over the next three years due to the change in the investment policy.
- The forecast assumes that the staffing level will remain stable.

Management's Perspective on the Financial Outlook

- Innovate BC's programs will be primarily funded by the core funding from the Province. Innovate BC will allocate its funding to programs that meet its mandate.
- Innovate BC has restricted funds (the 'Internal Program Funding' included in the Financial Summary table) accumulated from past years that may only be used for their original purpose. The use of these funds is included in Innovate BC's forecasts.
- Earnings on investments are expected to increase due to the change in Innovate BC's investment policy.
- The Government of Canada provided one-time funding in 2021/22 for two programs, Digital Economy: Rapid Response & Recovery and Digital Skills for Youth.

Appendix A: Additional Information

Corporate Governance

- [Role and membership list of the Board of Directors](#)
- [Board Committees and Members](#)
- [Names and job titles of senior management](#)
- [Governance principles](#)
- [Significant reporting relationships](#)

Organizational Overview

- [Enabling Statute](#)
- [Mandate provided in enabling statute](#)
- [Vision and values](#)
- [Business areas](#)
- [Benefit Innovate BC provides the public](#)
- [Principle partners, clients and stakeholders](#)
- [Program delivery](#)

Appendix B: Crown Mandate Letter from the Minister Responsible



Ref: 154593

May 20, 2021

Andrew Petter, C.M., Q.C.
Chair, Board of Directors
Innovate BC
9th Floor, 1188 West Georgia Street
Vancouver, BC V6E 4A2

Dear Andrew Petter:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (BC).

Every public sector organization is accountable to the citizens of BC. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Innovate BC, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Innovate BC about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of BC will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of BC within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for Innovate BC, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Provide input into Government's development of technology and innovation policy, particularly related to program development.
- In alignment with Government's strategic direction, continue to build and maintain strategic partnerships with technology and innovation stakeholders in industry, academia, other governments and across regions.
- Continue to develop and deliver tools, resources, expert guidance, programs and initiatives that strengthen entrepreneurship development and increase company growth, accelerate technology commercialization, adoption and diffusion, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of under-represented groups including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities
- Over the course of 2021/22, Government expects Innovate BC to make progress on the following specific items:
 - In collaboration with the Ministry and key partners, support the development of a Provincial vision for innovation that maximizes the generational opportunity to build the economy of the future; supports existing sectors of our economy to adopt technology and innovation to support sustainability, competitiveness and inclusion; and realizes the province's untapped human potential; and outline next steps for implementation;

.../4

- Provide options on how to support the BC Fast Pilot program (a program that assists BC businesses to secure their first paying customer);
 - Continue supporting commercialization and adoption of tech solutions that support key industries in BC;
 - Provide options on how to support work placements (i.e. Tech Co-op Grant Program and Innovator Skills Initiative) to prioritize placements for women, Indigenous people, people of colour and others currently underrepresented in BC's tech sector, including baseline data on current representation; and
 - Work with the Province, the post secondary system, industry and other private sector training providers to identify strategies and an implementation plan for British Columbians to pursue online courses to re-skill for the digital economy.
- Support Government in the implementation of strategic initiatives identified throughout the year that leverage technology and innovation to support economic recovery to:
 - Ensure that programs and initiatives align with Government strategic direction; and
 - Report on program outcomes using strong performance metrics.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better BC

Sincerely,



Ravi Kahlon
Minister

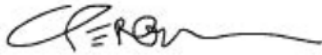
Date: May 20, 2021

Enclosure

.../5



Andrew Petter
Chair
Innovate BC



Michael Fergusson
Director
Innovate BC



Dave Krysko
Director
Innovate BC



Dr. Tom Roemer
Director
Innovate BC



Don Stuckert
Director
Innovate BC



Jack Chang
Director
Innovate BC



Gerri Sinclair
Director
Innovate BC



Dr. Lesley Esford
Director
Innovate BC



Suzanne Gill
Director
Innovate BC



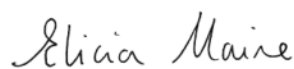
Dr. Gail Murphy
Director
Innovate BC



Benjamin Sparrow
Director
Innovate BC



Denise Williams
Director
Innovate BC



Dr. Elicia Maine
Director
Innovate BC

Andrew Petter, C.M., Q.C.

Page 6

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Bobbi Plecas
Deputy Minister
Ministry of Jobs, Economic Recovery and Innovation

Dr. Lesley Esford
Director
Innovate BC

Michael Fergusson
Director
Innovate BC

Suzanne Gill
Director
Innovate BC

Dave Krysko
Director
Innovate BC

Dr. Gail Murphy
Director
Innovate BC

Dr. Tom Roemer
Director
Innovate BC

.../7

pc: Benjamin Sparrow
Director
Innovate BC

Don Stuckert
Director
Innovate BC

Denise Williams
Director
Innovate BC

Jack Chang
Director
Innovate BC

Dr. Elicia Maine
Director
Innovate BC

Gerri Sinclair
Director
Innovate BC

Raghwa Gopal
Chief Executive Officer/President
Innovate BC

BRIEFING NOTE
CROWN AGENCIES

Name: InBC Investment Corp. (InBC)

Legislative Authority: *InBC Investment Corp. Act*

Mandate:

- InBC is a provincial crown corporation, established by the province of British Columbia, through the *InBC Investment Corp Act* in May of 2021. InBC was created to manage a \$500-million strategic investment fund that will invest in funds and ventures to generate financial returns and achieve social, economic and environmental returns for the people of British Columbia.
- InBC's mission is to lead with impact, investing in innovation to catalyze a sustainable and inclusive future in B.C. InBC will offer patient, additive capital to B.C.'s economy by investing in early stage and later stage ventures – directly and through funds – while working collaboratively with other funders and ecosystem partners.
- Investment returns will be measured using an impact measurement and management framework to ensure that each investment opportunity provides both financial returns and positive outcomes for the people in B.C.
- InBC will make investments that achieve a financial return and support the social, economic, and environmental policy objectives of the government of B.C. InBC has defined its investment objectives to align with four of the six missions identified in B.C.'s economic plan.

Table 1: Economic Plan Mission vs InBC Investment Objective

Economic Plan Mission	InBC Investment Objective
Building Resilient Communities	Elevating Inclusive Communities: Investing in solutions to address inequalities and improve outcomes for people and communities in B.C.
Advancing True, Lasting & Meaningful Reconciliation with Indigenous Peoples	Advancing Reconciliation: Investing in solutions to strengthen partnerships and generate economic opportunities for Indigenous Peoples in B.C.
Meeting B.C.'s Climate Commitments	Driving Climate Action: Investing in innovation to build climate resilience and catalyze the transition to net zero in B.C.
Fostering Innovation Throughout B.C.'s Economy	Innovating For the Future: Investing in innovations and industries to prepare for future jobs and growth in B.C.

- InBC incorporates global impact investing standards to screen for investments that can demonstrate and measure how impact and inclusivity is embedded in their business models to deliver financial returns and align with its impact objectives.
- The Minister of Jobs, Economic Recovery and Innovation and the Minister of Finance are the shareholders of InBC.
- InBC submits annual reports as required by the *Budget Transparency and Accountability Act* as well as an annual report regarding its investments to the Ministers responsible for InBC for tabling in the

Legislature. InBC's legislation also requires an external review by an independent third party every five years.

- InBC was created by repurposing an existing Crown Corporation, the BC Immigrant Investment Fund (BCIIF). All the assets and responsibilities of the BCIIF have been transferred to InBC.
- Jill Earthy joined InBC as its Chief Executive Officer in December of 2021. Leah Nguyen joined as Chief Investment Officer in April 2022. InBC plans on building its organization to 23 employees over the next 2 years.
- InBC is also the sole shareholder of a subsidiary corporation, the BC Renaissance Capital Fund Ltd. (BCRCF), which holds venture capital investments in British Columbia's technology sector.

The BCRCF, through its two portfolios of venture capital investments (Portfolio 1 and BC Tech Fund), makes capital available to B.C. technology companies by investing in venture capital funds and co-investing in B.C. companies. Portfolio 1 and the BC Tech Fund have concluded their investment periods and are not making any new investments. These portfolios continue to be administered by InBC. The Board of Directors of the BCRCF are Bobbi Plecas and Heather Wood.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Wood	Heather	Director	Order in Council	26-Nov-20	September 30, 2024
Plecas	Bobbi	Director	Order in Council	26-Nov-20	September 30, 2024
Bergeron	Christine	Chair	Order in Council	05-May-21	September 30, 2023
Campbell	Kevin	Director	Order in Council	05-May-21	September 30, 2024
Leong	Ingrid	Director	Order in Council	05-May-21	September 30, 2025
Lougheed	Glen	Director	Order in Council	05-May-21	September 30, 2023
Trottier	Suzanne	Vice Chair	Order in Council	05-May-21	September 30, 2025
James	Carol	Director	Order in Council	05-May-21	September 30, 2023
Ivanova	Iglik	Director	Order in Council	05-May-21	September 30, 2024

Appointments required:

- No appointments are required within 90 days.

Issues:

30 Days:

- InBC's Investment Policy Statement (IPS) was publicly released on October 4th with a coordinated communications strategy. InBC will be conducting outreach and promotion throughout October and November regarding the release of the IPS.
- Advice/Recommendations; Government Financial Information
-

60 Days:

- Advice/Recommendations
- Cabinet Confidences

90 Days:

- Investments will continue to flow following the initial investments in late 2022.
- InBC is drafting its Annual Service Plan for 2023/24 which will need review and sign-off.

Key Contact:

Jill Earthy
CEO, InBC Investment Corp.
604-762-4732



Ref: 154595

May 20, 2021

Christine Bergeron
Chair, Board of Directors
InBC Investment Corp.
8th Floor, 1810 Blanshard Street
Victoria BC V8W 9T5

Dear Christine Bergeron:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (BC).

Every public sector organization is accountable to the citizens of BC. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for InBC Investment Corp.(InBC), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to InBC Investment Corp. about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of BC will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of BC within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for InBC Investment Corp., I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Transition InBC to its new organizational mandate by developing and implementing a robust organizational framework that includes a governance and corporate accountability framework for InBC.
- Develop, report and implement an approved investment policy for the strategic investment fund.
- Develop and report on a performance measurement and public accountability framework.
- Oversee the Legacy Investment Portfolios and obligations:
 - Continue to manage the BC Renaissance Capital Fund venture capital investment portfolios and repayments to the Federal Government under the Immigrant Investor Program (IIP).
 - Provide biannual updates regarding the venture capital funds, including how they support growth, facilitate availability of capital for BC technology companies and stimulate job creation in BC.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

.../4

Christine Bergeron
Page 4

I look forward to continuing to work with you and your Board colleagues to build a better BC.

Sincerely,

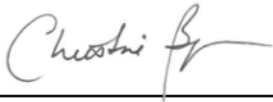
A handwritten signature in black ink, appearing to be 'Ravi Kahlon', written in a cursive style.

Ravi Kahlon
Minister

Date: May 20, 2021

Enclosure

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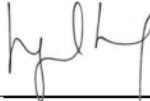
Christine Bergeron
Chair
InBC Investment Corp.



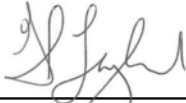
Bobbi Plecas
Director
InBC Investment Corp.



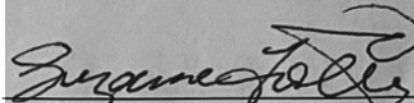
Kevin Campbell
Director
InBC Investment Corp.



Ingrid Leong
Director
InBC Investment Corp.



Glen Loughheed
Director
InBC Investment Corp.



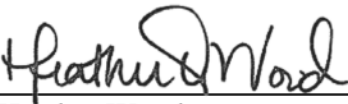
Suzanne Trottier
Director
InBC Investment Corp.



Carole James
Director
InBC Investment Corp.



Iglia Ivanova
Director
InBC Investment Corp.



Heather Wood
Director
InBC Investment Corp.

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Bobbi Plecas
Deputy Minister
Ministry of Jobs, Economic Recovery and Innovation

Kevin Campbell
Director
InBC Investment Corp.

Ingrid Leong
Director
InBC Investment Corp.

Glen Lougheed
Director
InBC Investment Corp.

Suzanne Trottier
Director
InBC Investment Corp.

Carole James
Director
InBC Investment Corp.

Iglika Ivanova
Director
InBC Investment Corp.

James Harvey
Chief Executive Officer/President
InBC Investment Corp.

InBC Investment Corp.

**2022/23 – 2024/25
Service Plan**

February 2022



For more information on the InBC Investment Corp. (InBC) contact:

Suite 909 – 925 West Georgia St.

Vancouver BC V6C 3L2

Or visit our website at

www.inbcinvestment.ca

Published by InBC Investment Corp.

Board Chair's Accountability Statement



The 2022/23 – 2024/25 InBC Investment Corp. Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. 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. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2022 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, InBC Investment Corp.'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 InBC Investment Corp.'s operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read "Christine Bergeron". The signature is fluid and cursive.

Christine Bergeron

Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how InBC Investment Corp. (InBC) will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

As the province's strategic investment fund, InBC will make meaningful investments that support the Government of British Columbia's five foundational principles and contribute to COVID-19 recovery. InBC is also working with the Ministry of Jobs, Economic Recovery and Innovation to achieve specific priorities as outlined in the 2021/22 Mandate Letter.

Operating Environment

InBC Investment Corp. (InBC) is an independent \$500 million strategic investment fund created by the Government of British Columbia in 2020. InBC's mission is to make life better for British Columbians through thoughtful investment decisions that will support innovation, equity, sustainability and job creation while achieving a financial return on investment.

InBC is established and governed through the *InBC Investment Corp. Act*, which also specifies independence of investment decision-making and establishes the Chief Investment Officer with the sole statutory authority to make investment decisions.

InBC provides a local source of capital to invest in high growth potential firms in B.C. with the aims of: achieving a financial return on investment; promoting values that make life better for people in B.C. including job creation, advancing reconciliation with Indigenous peoples, and promoting diversity and inclusion; and establishing B.C. as a globally competitive low-carbon jurisdiction.

InBC will work to be at the forefront of smart, clean and productive investments that foster an innovative and inclusive economy in B.C. while delivering benefits for all British Columbians over the long term. To achieve these goals, InBC must operate within its legislated triple bottom line investment mandate that addresses financial as well as environmental and socio-economic policy goals. InBC measures success against these financial, environmental and socio-economic policy objectives.

As InBC has been tasked with delivering an expanded mandate, service plan goals and objectives reflect a focus on establishing successful operations to achieve the mandate set by the Government of B.C.

Key risks identified for InBC for the upcoming fiscal year are:

Investment: InBC recognizes risk must be assumed to achieve its investment objectives. There are uncertainties and complexities associated with investing in private capital markets to achieve social, economic and environmental objectives.

InBC cannot eliminate all risk and carry out its stated investment objectives. However, InBC will follow a risk management framework for assessing, monitoring and managing risk so that it may be prudently incorporated in all InBC's investment decisions. InBC considers risk both in terms of the likelihood of achieving long-term financial returns, and likelihood of achieving social, economic and environmental objectives.

In establishing the risk tolerances for its financial returns, InBC's ability to withstand short, intermediate and long-term fluctuations was considered. InBC's investment time horizon, current financial condition and level of funding in the portfolio allow for InBC to tolerate short- and medium-term fluctuations in market value and rates of return to achieve its longer-term investment objectives.

Workforce: InBC is currently seeking to attract and retain qualified investment staff to fill roles critical to the success of the organization. Potential challenges may arise due to the competitive labour market and limited flexibility associated with staffing costs.

Organizational change: InBC is currently engaged in an organizational transformation to meet its expanded mandate. Milestones achieved to date include establishing InBC's Board of Directors, retaining core executive and establishing baseline operating capacity. Work remains to build the organization's capacity and finalize and implement investment policies and procedures within a risk management framework. To mitigate the risk associated with organizational and operational change, InBC continues to place significant focus on establishing successful and accountable operations.

Performance Planning

Goal 1: Develop a strategic investment fund that supports government's objective of building a more innovative low-carbon economy by investing in high-potential B.C. businesses, while generating returns that benefit all British Columbians.

Objective 1.1: Make investments based on the approved investment policy statement for InBC

This objective reflects the expanded mandate of the Crown to provide a local source of capital to help B.C. businesses scale up, and make sure talent, intellectual property and good jobs stay in the province. The investment policy statement (IPS) defines the parameters for achieving a triple bottom line investing mandate.

Key Strategies

- Ongoing review of the IPS by the Board of Directors to ensure alignment with mandate letter.
- Review of investments by the Board of Directors to ensure the Chief Investment Officer is placing investments in accordance with the terms defined by the IPS.
- Continued engagement with communities, businesses, and investors regarding the IPS.
- Development of performance measures and integrating the measures into the IPS. These performance measures will be integrated into subsequent service plans.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 An approved IPS is in place and investments are placed in accordance with the IPS	IPS under development	IPS approved. 100% of investments made in accordance with the IPS	100% of investments made in accordance with the IPS	100% of investments made in accordance with the IPS

Data source: InBC Investment Corp.

IPS will be published on InBC's website upon completion and will be updated and refined as required.

Linking Performance Measure to Objective

This performance measure is directly related to the implementation of the IPS. The IPS establishes the broad investment objectives of the Fund. Through the IPS, the Board of Directors have established the parameters within which the Chief Investment Officer must operate in seeking to achieve those objectives. The Board of Directors confirms on an ongoing basis that the IPS is achieving its objectives and that investments are made in accordance with the IPS.

Discussion

The IPS establishes the framework under which InBC's investments decisions must be made. It is through the IPS that the Board of Directors specifies the objectives of InBC's triple bottom line and the Fund's investment parameters such as its Environmental Social Governance investing requirements.

Once the IPS is published, performance measure 1.1 will be refined to reflect specific objectives in alignment with the IPS.

The Chief Investment Officer is accountable to the Board of Directors for adhering to the IPS. The IPS is a foundational accountability mechanism through which the Board of Directors exercises oversight of the Fund's investments and provides direction to the Chief Investment Officer regarding financial return targets, investment asset allocations, investment parameters and risk tolerances.

Objective 1.2: Continue to establish operations for InBC

Key Strategies

- Recruit qualified leadership and investment professionals capable of delivering InBC's triple bottom line investment program.
- As necessary, review InBC's competitiveness in attracting qualified staff.
- Review of operating processes and procedures to address expanded mandate.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2 Recruitment and retention of investment staff including a Chief Investment Officer	2	4	6	6

Data source: InBC Investment Corp.

Linking Performance Measure to Objective

This performance measure is directly related to establishing the operations of InBC which included the recruitment and retention of qualified staff

Discussion

This objective is related to implementing the expanded mandate of InBC which necessitates the need for employing qualified, professional investment staff.

The Chief Investment Officer and their team are key to the placement of individual investments. Recruiting and retaining these staff are essential to achieving the overall investment objectives of InBC.

The CIO will be responsible for developing the IPS as well as developing a strategy for implementing the IPS. The implementation strategy for the IPS will inform the skills required in the investment team and when those skills will be required within the organization.

Goal 2: Effective placement and management of investments

Objective 2.1: Place and manage investments in accordance with the triple bottom line investment mandate

Key Strategies

- Develop and implement a comprehensive reporting framework for InBC that meets statutory reporting requirements, leverages existing reporting frameworks and provides for a strategic assessment of the annual performance of all InBC funds.
- Develop investment targets supported by a comprehensive reporting framework that creates transparency and accountability for InBC's investment outcomes.
- Investment performance measures will be consistent with the *InBC Investment Corp. Act*, which requires InBC to make investments that achieve a financial return and that support the social, economic and environmental policy objectives of the government.

Discussion

Creating a reporting framework to measure performance against the triple bottom line investment mandate is key to assessing the achievements of the fund. InBC's next service plan will include performance measures that reflect the objectives established in its approved IPS.

InBC will be flexible in how it invests and will make an impact by investing on a triple bottom line basis. The three elements of InBC's triple bottom line include:

- Financial Return: InBC's investments will seek to provide financial returns.
- Environmental Impact: InBC will contribute to a better future by investing in the low-carbon economy to create new clean-energy jobs and opportunities.
- Economic and Social Impact: InBC's investments will contribute to positive economic and social outcomes for people throughout British Columbia; this includes jobs creation, advancing reconciliation with Indigenous peoples, and promoting diversity and inclusion.

InBC will measure success against financial, social economic and environmental policy objectives. Performance parameters that measure financial as well as policy objectives, these parameters constitute a triple bottom line. InBC will establish a triple bottom line performance measurement framework across its organization, through which InBC will identify the desired outcomes of its investments and measure the impact of those investments.

Goal 3: To be an accountable, high performing organization

Objective 3.1: InBC is an effective, respected and valuable component of the investment landscape in British Columbia.

Key Strategies

- Ongoing work to ensure the governance and accountability framework in place addresses the emerging operational reality of InBC.
- Identification, assessment, and mitigation of significant risks and developing operations to mitigate and respond to those risks.
- Working with the Ministry of Jobs, Economic Recovery and Innovation to establish and implement the annual statutory reporting requirements for InBC. Statutory requirements under the *InBC Investment Corp. Act* require InBC to submit annual reports to the Minister of Jobs, Economic Recovery and Innovation.
- Development of communications and partnerships strategies to ensure continued engagement with stakeholders and the public.
- Ensure effective Board of Directors oversight through the timely provision of information and through regular meetings and engagement.

Discussion

This objective reflects the expanded mandate of the Crown to provide a local source of capital and to be an effective, respected and valuable component of the investment landscape in British Columbia.

The governance and accountability framework defines key roles and responsibilities of the Board of Directors, committees of the Board and InBC's management and provides a structure through which InBC's leadership aligns Crown operations to deliver its mandate. Clear governance and accountability structures define roles and responsibilities and is a critical element to establishing an accountable and high performing organization.

Strong governance and accountability frameworks, with clear lines of accountability through to the Minister, hold all levels of InBC accountable in meeting its corporate objectives and support InBC identifying short, medium, and long-term actions required to successfully deliver those objectives.

As part of the accountability framework for InBC, the *InBC Investment Corp. Act* requires that the corporation submit annual reports to the Minister of Jobs, Economic Recovery and Innovation. InBC will be working with the Ministry of Jobs, Economic Recovery and Innovation to refine the requirements for the annual report.

InBC will be implementing a proactive communications strategy regarding the activities of the Crown and actively exploring partnership opportunities to expand impact. InBC's performance measurement framework will include a clear set of performance and accountability metrics with a set of outcomes that align with InBC's and Government's shared goals. Over the duration of this service plan, the framework will continue to be updated and refined to ensure InBC is

adapting to environmental changes while achieving all goals set by the corporation and mandated by the Government.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Venture Capital Investment Revenue	6,540	0	0	0
Realized Investment Gains	(49)	0	0	0
Interest Revenue	372	274	124	112
Total Revenue	6,863	274	124	112
Total Expenses				
Investment Portfolio Expenses	501	371	290	404
Board of Directors	75	155	155	155
Salaries and Benefits	627	2,895	3,848	3,925
Facilities	195	296	542	567
Operations	729	1,946	2,072	2,176
Total Expenses	2,127	5,663	6,907	7,227
Annual Surplus (Deficit)	4,736	(5,389)	(6,783)	(7,115)
Total Debt²	18,966	29,000	29,000	29,000
Accumulated Surplus (Deficit)	68,925	63,536	56,753	49,638
Capital Expenditures	0	0	460	0

Note: The above financial information was prepared based on current Public Sector Accounting Standards.

¹ InBC does not include revenue from venture capital investments when forecasting, due to the variable and unpredictable nature of the investments and associated distributions. Venture capital revenue is reported as it is realized.

² Total Debt does not reflect draws for new InBC investments as the timing and amounts are not able to be forecast at this time.

Key Forecast Assumptions, Risks and Sensitivities

The above financial information and forecasts are prepared based on Public Sector Accounting Standards in Canada. This Service Plan incorporates “forward-looking statements” including information related to future anticipated investment performance and related revenues, along with expected expense levels.

Actual results may differ materially from those in the forward-looking estimates. This is a result of various factors, some of which are beyond InBC’s control, including, but not limited to, the risks discussed under the Operating Environment section of this Service Plan. Review and interpretation of forecasts should take into consideration the following:

1. Venture capital investment revenue is reported as it is realized. Due to the uncertainty concerning valuation of venture capital assets and the unpredictable timing of distributions from venture capital investment portfolios, venture capital investment revenue is not included in InBC’s budget.
2. Interest revenue assumes that all available funds, other than those required to meet near-term commitments will be invested in liquid financial instruments with the Ministry of Finance’s Central Deposit Program (CDP), earning returns reflecting short-term, low-risk investments.
3. Salaries and benefits costs may differ from the budgeted figures presented in the Financial Summary. InBC is a new organization, and its hiring plan involves recruiting most of its staff over the course of fiscal year 2022/23. Actual expenses incurred may differ from the budget due to timing of recruiting InBC’s staff and the final negotiated compensation for the staff that are hired.
4. Operations costs may differ from the budgeted figures presented in the Financial Summary. InBC is in process of developing its operations. The budget for these expenditures is informed by assumptions regarding the timing of staff hiring, and the nature of InBC’s investment operations. As InBC’s operating environment becomes more established, the actual expenses incurred for operations may differ from budgeted figures.
5. Total debt may differ from the budgeted figures presented in the Financial Summary. InBC’s debt balance is influenced by the timing and amount of venture capital calls and distributions, which are highly unpredictable. Debt may also be materially influenced by the timing and amount of InBC’s salaries and benefits, and operating costs, which are subject to uncertainty.

The Financial Summary does not include a budget for debt required to fund new investments. InBC’s investment policies and procedures are under development. A three-year forecast for the debt required to support investment activities will be developed once InBC’s investment policies are finalized. Additional debt will be required to fund InBC’s investments, and the amount of debt required and interest rate at that time will impact the future financial results.

Management's Perspective on the Financial Outlook

InBC is entering into a new phase of operations. Over the course of the next three years InBC will be establishing its team and developing its operating environment to enable the organization to deliver on a triple bottom line investment program designed to help promising companies grow, while generating returns that benefit all British Columbians. The plan for growth in InBC's staff complement and the development of its operations will increase InBC's overall expenses. These costs will be financed through InBC's investment revenues from legacy investments, its accumulated surplus, and a fiscal agency loan from the Ministry of Finance. InBC is in a transition period, and as a result, the costs associated with developing the organization's new operations are subject to uncertainty. Management will closely monitor the costs and manage operating expenses within the targets established in the Financial Summary.

Interest revenues are forecast to decrease over the next three years due to declining cash balances and the absence of new Federal Immigrant Investor Program (IIP) allocations¹. Cash balances available to generate interest revenue will decrease as cash is used to fund capital calls from the BC Tech Fund and repay the fiscal agency loan. InBC's two venture capital portfolios have entered opposing phases in the venture capital fund lifecycle. Portfolio 1 is in the wind down phase where funds are at or near maturity and will be disbursing funds back to the crown. The corresponding venture capital asset will decrease over the next four years. For Portfolio 2, BC Tech Fund investments will increase over the next 4 years meeting BC Tech Fund's objective to invest at the Series A financing round.

InBC does not include revenue or losses from venture capital investments when presenting its budget due to the variable and unpredictable nature of venture capital investments. Actual results may be significantly different as a result.

As noted above, InBC has a fiscal agency loan from the Ministry of Finance to meet capital calls for the BC Tech Fund and fund operating requirements. Future debt servicing costs may change as the result of changes in the interest rate in effect over the period, the amount of new financing needed to fund capital calls and operating costs.

InBC also has access to a fiscal agency loan for the new strategic investment fund. It is expected, that over the next ten years, up to \$500 million will be drawn from this fiscal agency loan and used to fund InBC's investments. The timing and amounts of this debt are uncertain and difficult to predict. The timing and amount of debt drawn will have a significant impact on the future financial results of InBC.

¹ InBC Investment Corp, previously named the BC Immigrant Investment Fund, managed B.C.'s allocation of funds under the Government of Canada's Immigrant Investor Program (IIP). The IIP was terminated by the Government of Canada in 2014.

Appendix A: Additional Information

Corporate Governance

InBC is governed by an up to nine-member Board of Directors, made up of both public and private sector members, who are accountable to the Minister of Jobs, Economic Recovery and Innovation and the Minister of Finance. The board's direction is implemented by management, who carry out the day-to-day operations of the corporation under supervision of the Chief Executive Officer.

For more information on InBC's Board of Directors, please refer to the web page at:

<https://www.inbcinvestment.ca/who-we-are/>

Organizational Overview

To learn more about how InBC is structured, please refer to the web page at:

<https://www.inbcinvestment.ca/what-we-do/>

Additional information regarding InBC can be found at www.inbcinvestment.ca

Appendix B: Subsidiaries and Operating Segments

Active Subsidiary

The B.C. Renaissance Capital Fund Ltd. (BCRCF) is a Crown corporation wholly owned by InBC. The BCRCF is charged with managing legacy portfolio assets inherited by InBC Investment Corp in 2020.

The BCRCF has venture capital investments in key technology sectors of information technology, digital media, clean technology, and life sciences. Investments are housed within two portfolios:

- BC Renaissance Capital Fund (Portfolio 1)
- BC Tech Fund (Portfolio 2)

Both Portfolio 1 and Portfolio 2 are now fully committed.

Board of Directors:

- Bobbi Plecas - Chair
- Heather Wood

Summary Financial Outlook Table for The B.C. Renaissance Capital Fund Ltd

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue²	6,540	0	0	0
Total Expenses	217	200	0	0
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	6,323	(200)	0	0

²BCRCF financial accounts are consolidated into the parent company statements of InBC. Given the high-risk and unpredictable nature of venture capital investments, venture capital revenue is not budgeted and is reported as it is realized.

Appendix C: Crown Mandate Letter from the Minister Responsible



Ref: 154595

May 20, 2021

Christine Bergeron
Chair, Board of Directors
InBC Investment Corp.
8th Floor, 1810 Blanshard Street
Victoria BC V8W 9T5

Dear Christine Bergeron:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (BC).

Every public sector organization is accountable to the citizens of BC. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for InBC Investment Corp.(InBC), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to InBC Investment Corp. about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of BC will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of BC within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for InBC Investment Corp., I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Transition InBC to its new organizational mandate by developing and implementing a robust organizational framework that includes a governance and corporate accountability framework for InBC.
- Develop, report and implement an approved investment policy for the strategic investment fund.
- Develop and report on a performance measurement and public accountability framework.
- Oversee the Legacy Investment Portfolios and obligations:
 - Continue to manage the BC Renaissance Capital Fund venture capital investment portfolios and repayments to the Federal Government under the Immigrant Investor Program (IIP).
 - Provide biannual updates regarding the venture capital funds, including how they support growth, facilitate availability of capital for BC technology companies and stimulate job creation in BC.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

.../4

Christine Bergeron
Page 4

I look forward to continuing to work with you and your Board colleagues to build a better BC.

Sincerely,

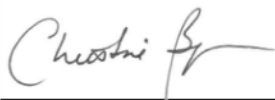
A handwritten signature in black ink, appearing to be 'Ravi Kahlon', with a stylized, flowing script.

Ravi Kahlon
Minister


Date: May 20, 2021

Enclosure

.../5



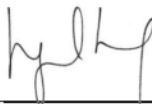
Christine Bergeron
Chair
InBC Investment Corp.



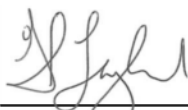
Bobbi Plecas
Director
InBC Investment Corp.



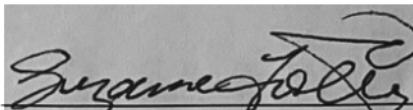
Kevin Campbell
Director
InBC Investment Corp.



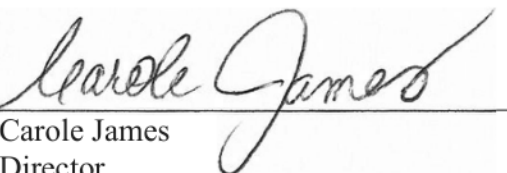
Ingrid Leong
Director
InBC Investment Corp.



Glen Loughheed
Director
InBC Investment Corp.



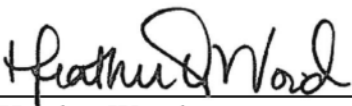
Suzanne Trottier
Director
InBC Investment Corp.



Carole James
Director
InBC Investment Corp.



Iglia Ivanova
Director
InBC Investment Corp.



Heather Wood
Director
InBC Investment Corp.

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Bobbi Plecas
Deputy Minister
Ministry of Jobs, Economic Recovery and Innovation

Kevin Campbell
Director
InBC Investment Corp.

Ingrid Leong
Director
InBC Investment Corp.

Glen Loughheed
Director
InBC Investment Corp.

Suzanne Trottier
Director
InBC Investment Corp.

Carole James
Director
InBC Investment Corp.

Iglika Ivanova
Director
InBC Investment Corp.

James Harvey
Chief Executive Officer/President
InBC Investment Corp.

MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries:

- Jobs, Economic Recovery & Innovation

Issue:

- The StrongerBC Economic Plan was launched in February 2022. JERI coordinates implementation of the plan across government.

Background:

- The StrongerBC Economic Plan sets out a vision for the long-term future of B.C. by identifying two overarching goals – inclusive growth and clean growth.
- StrongerBC creates a direct link between CleanBC and actions to address climate change with actions to improve affordability and services for people to future economic success.
- The Plan signals government's intention to focus on inclusion and sustainability as the focus of government's engagement in the economy by aligning its levers – policy and legislation; financing; and, public measurement -- to the two goals.
- Over 330 stakeholders were consulted during the development of the plan.
- A series of virtual engagement sessions were held with First Nations and other Indigenous organizations.
- A leading economist, Mariana Mazzucato, from University College London advised the province and published a report with policy recommendations alongside the plan.
- The plan includes an initial set of indicators that will track government's progress against the two goals.

Issue/Opportunity:

- A number of government actions in development are aligned with the StrongerBC Economic Plan – for example, the CleanBC Roadmap to 2030, the Future Ready Workforce Plan and the government's commitment to rural and remote connectivity.
- A number of other initiatives, primarily in the Ministry of Jobs, Economic Recovery and Innovation identified in the StrongerBC Economic Plan are in development and/or have been announced:

Project	Status
Mass Timber	• Action Plan released Spring 2022
Centre of Excellence in First Nations Economic Development with the BCFN	• Announced October 11, 2022
StrongerBC Investment Framework	• Approved. Cabinet Confidences Cabinet
Integrated Marketplace Initiative	• Approved. Targeted public release fall 2022

Project	Status
Life Sciences and Biomanufacturing Strategy	• Cabinet Confidences; Advice/Recommendations
	•
Cabinet Confidences; Advice/Recommendations	•
Trade Diversification Strategy	•
	•
Maritime Industry Strategy	•
	•
ESG Centre of Excellence	•
Intellectual Property Strategy	•
Cabinet Confidences	•
Industrial and Manufacturing Strategy	•

Ministry of Jobs, Economic Recovery and Innovation
30-60-90

Issue	Status/Key Milestones/Next Steps
30 Days	
Cabinet Confidences	Cabinet Confidences
Rural Economic Development – Rural Economic Diversification and Infrastructure Program Cabinet Confidences	Cabinet Confidences; Advice/Recommendations
Mass Timber Advisory Council	Date TBC – Working meeting on Mass Timber Advisory Council. Chaired by MGC
Mass Timber Roundtable	Advice/Recommendations
Cabinet Confidences; Advice/Recommendations	
Cabinet Committee on Economy	Cabinet Confidences
60 Days	
Ministers Committee on Internal Trade	December 8 FPT Ministers on Internal Trade meeting in Toronto
90 Days	

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
Tier 1				
IID	AbCellera Biologies Inc	<p>MIN contact: Dr. Carl Hansen, CEO carl.hansen@abcellera.com</p> <p>Personal Information</p> <p>DM contact: Andrew Booth, CFO andrew.booth@abcellera.com</p> <p>Personal Information</p>	Biotechnology Firm	Researches and develops human antibodies to address pandemics and common diseases
TIDD	Association of BC Marine Industries Association (ABCMI)	<p>Alex Rueben, Executive Director</p> <p>Personal</p> <p>alex.abcmi.ca</p>	An industry association created to further and represent interests of the industrial marine sector and its supply chain	Their focus areas include workforce development, supply chain development, member services, and sector strategy development.
SBED OMTI TIDD	BC Assembly of First Nations (BCAFN)	<p>Regional Chief Terry Teegee 250-962-1603 victoria.austin@bcafn.ca</p> <p>Jamie Sanchez, Special Advisor</p> <p>Personal Information</p> <p>jamie.sanchez@bcafn.ca</p>	<p>BC AFN is a Provincial Territorial Organization representing the 203 First Nations in B.C. It is a political organization that advocates for and implementing Aboriginal Title, Rights and Treaty Rights through exercising inherent laws and jurisdiction. In addition, BCAFN is focused on restoring and enhancing the relationship among FNs in B.C., the Crown and people of Canada. Lastly, develop and promote policies and resources for the benefit of FNs in BC including but not limited to governance, lands and resources, economic, social, educational, health and cultural matters.</p> <p>BC AFN represents and advocates for the 203 First Nations in B.C. Includes First Nations engaged in treaty process, those who have signed modern treaties, those under historic treaty agreements including the Douglas Treaties and Treaty 8, and those not in treaty negotiations.</p> <p>Terry Teegee is a member of Takla Nation and is on the Mass Timber Advisory Council</p>	<p>Establishment of the BCAFN Centre of Excellence for First Nations Economic Development</p> <p>Advancing rights and interests, enhancing relationships between First Nations and government, and developing and promoting policies and resources for First Nations (e.g., governance and economic).</p>
TIDD & ITIC	BC Business Council	<p>Greg D'Avignon 604-684-3384 ext. 235 gdavignon@bccbc.com</p>	An organization striving to be a venue where members, policy experts, elected officials and government decision makers can address problems and form solutions together.	Public-policy research and advocacy on competitiveness issues for BC.

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
SBED TIDD	BC Chamber of Commerce	Fiona Famulak, President & CEO 604-638-8110 ffamulak@bcchamber.org bccc@bcchamber.org	A non-profit organization that is the largest and most broadly based business association in British Columbia, representing 100 chambers of commerce and boards of trade, and 36,000 businesses. Key activities include: • Lobbying and policy advocacy; and, • Tools and resources for members.	Provides policy recommendations to government through its annual Policy and Positions Manual Advocate and representative for local business, small business, and trade communities in BC.
IID	BC Digital Technology Supercluster	Sue Paish, CEO 604-230-4602 spaish@digitalsupercluster.ca	Industry Association	Part of Canada's Global Innovation Clusters initiative to drive large-scale collaboration to develop and scale high-potential technologies
TIDD	BC Metis Federation	Keith Henry, CEO 604-638-7220 k.henry@BCMetis.com	Association representing Metis communities to support the well being of Metis members.	Advocacy and program supports for B.C. Metis population.
SBED	BC Restaurant and Foodservices Association (BCRFA)	Ian Tostenson, President & CEO 604-669-2239 itostenson@bcrfa.com	A non-partisan organization with internal expertise that helps over 3,000 members with government issues, HR issues, operational resources, and industry programs to help drive revenues. Successes include: temporary delivery fee cap; wholesale liquor pricing; increased reopening capacity; eliminated HST. Collaborates with JERI-SBB to keep the 'How to Start a Restaurant in B.C' guide current.	Advocates for a permanent food delivery service fee cap Labour – repositioning skills training and TFW programs to address shortage of 40K workers. Cannabis consumption policy on licensed premises.
TIDD ITIC	BC Tech Association	Jill Tipping, President and CEO 604-683-6159 jtipping@wearebctech.com	Member-led technology association dedicated to supporting members to grow and diversify from startups to scaleups.	Supports business growth and diversification, acquisition of new customers, access to capital and acceleration of business growth and development.
IID	Canadian Council of Innovators	Tessa Seager, Director tseager@canadianinnovators.org 604-834-0788	Business Council	Grow Canadian tech firms scale-up globally
SBED TIDD	Canadian Federation of Independent Business (CFIB)	Laura Jones, Executive Vice President & Chief Strategic Officer 604-684-5325 laura.jones@cfib.ca	A non-profit national advocacy organization, representing approximately 9,000 member businesses in B.C. and a total of 95,000 members across Canada. Key activities include: • Lobbying and policy advocacy; • Research and economic analysis; and, • Tools and resources for members.	Advocacy and information source for Canadian independent businesses. Key stakeholder for the Canadian Free Trade Agreement's Regulatory Reconciliation and Cooperation Table. B.C.'s regulatory count and government's Net Zero (regulatory) commitment Red Tape Awareness Week (in February) Inter-provincial trade • Business taxation

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
IID	Canadian LNG Alliance	Bryan Cox bcox@canadianlnga.ca 778- 379-7640 Cell: 604 346-9973	Industry Association	Industry development, trade and investment promotion for Canadian and BC LNG sector
TIDD	Canadian Manufacturers and Exporters – BC Division (CME BC)	Andrew Wynn-Williams, Divisional Vice President 778-828-8207 andrew.wynnwilliams-cme-mec.ca	CME B.C. is the provincial division of the national organization. This industry association represents the interests of B.C.'s manufacturing sector and is the provincial branch of the national CME which has 2,500 members from coast to coast.	JERI is working with the CME B.C. on strengthening the B.C. manufacturing sector. This includes CME's work on a "Supply Chain Resiliency Grant" program, where CME is leading a technology assessment program for B.C. SME manufacturers.
SBED	Community Futures of BC	Wendy McCulloch, Executive Director 604-289-4222 wmcculloch@communityfutures.ca	The Community Futures Network of British Columbia is a non-profit economic development organization funded by Pacific Economic Development Canada with a network of 34 community-based offices throughout the province. It supports economic diversification in rural communities by providing community-driven business development support through flexible and affordable small business loans, business coaching/training services, and business management tools.	CFBC is seeking increased involvement in delivering future Rural Business and Community Recovery Initiative (RBCRI) programs and supporting community recovery from natural disaster situations.
TIDD	Council of Forest Industries (COFI)	Linda Coady, President and CEO BC Council of Forest Industries (COFI) Email: coady@cofi.org Tel: 604-684-0211	The BC Council of Forest Industries (COFI) is the voice of the B.C. forest industry. B.C.'s forest industry is adapting, evolving and innovating, and continues to be one of the most significant economic drivers in the province and the largest producer of softwood lumber in Canada.	Five priorities outlined in COFI Smart Future Report: 1. Invest in, and protect, BC's working forest land base 2. Have smart rules that protect the environment and encourage investment 3. Strengthen participation of Indigenous peoples and partnerships with communities 4. Double down on market and product diversification 5. Be the global hub for expertise in low-carbon, green building
SBED	Economic Trust of the Southern Interior (ETSI-BC)	Laurel Douglas, CEO 236-420-3680 laurel@etsi-bc.ca Terry Rysz, Chair Tel: 250-253-6655 trysz@sicamous.ca	The objective of the Economic Trust of the Southern Interior (ETSI-BC) is to help grow and diversify the economy of the Southern Interior of British Columbia through economic development initiatives. Formerly known as Southern Interior Development Initiative Trust (SIDIT). Delivers Rural Business and Community Recovery Initiative Program on behalf the province.	Working with the Province to create a mechanism to ensure First Nations representation in economic development decision making at a regional level.
IID	E-One MOLI	Frank So, VPO FrankS@molienergy.com Personal Information	Lithium Ion Battery Manufacturing	Advice/Recommendations

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
IID	Foresight Cleantech Accelerator Centre	Jeanette Jackson, CEO 604-245-0042 jjackson@foresightcac.com	Industry Association	Industry development, trade promotion and investment promotion for B.C. clean tech sector.
TIDD OMTI	Forestry Innovation Investment (FII)	Michael Loseth, President and CEO 604-685-7507 loseth@bcfii.ca	BC Forest Innovation Investments (FII) is a Crown agency focused on expanding opportunities for B.C. forest products. FII administers the Mass Timber Demonstration Program funding.	Provides services including educational and professional development, public relations, advisory services and partnering with communities and the Province of B.C. to market B.C. for business investment.
IID	Frontier Collective	Dan Bugar, Co-Founder & CEO dan@shapeimmersive.com 604.880.8983	Business Council	Tech industry promotion, talent attraction, investment and infrastructure attraction
TIDD SBED	Global Affairs Canada	MIN Contact: Honourable Mary Ng, Minister of International Trade, Export Promotion, Small Business and Economic Development 343-203-7332 email: Mary.Ng@international.gc.ca DM Contact: Rob Stewart, Deputy Minister of International Trade Email: Rob.Stewart@international.gc.ca Ph: 1 343-203-5000	Federal partner on international trade development	Ensuring competitive market access and that B.C.'s interests are reflected in important markets in FTA negotiations (e.g., India, Ukraine, United Kingdom, Indonesia...) and the ongoing softwood lumber dispute with the United States.
TIDD	Greater Vancouver Board of Trade	Bridgitte Anderson, CEO ceo@boardoftrade.com 604-640-5455	Economic development for Greater Vancouver.	The Board is the largest business association between Victoria and Toronto, participating in activities such as engaging in advocacy to impact public body policy at all levels of government, facilitating networking opportunities, and providing professional development resources for its members
IID	InBC	Jill Earchy, Chair/CEO Jill.earchy@inbcinvestment.ca W: 778-405-1884 C: 604-762-4732	Crown Corporation	Invest \$500 million into opportunities aligned with its triple bottom line mandate - people, planet and profit - to benefit British Columbians.
IID	Innovate BC	Andrew Petter, Chair chair@innovatebc.ca 604-808-6530	Crown Agency that helps innovators in BC access funding, launch ideas, and connect with experts to build great companies	Export promotion, industry development and investment attraction
ITIC	Innovation Commissioner	Gerri Sinclair Gerri.Sinclair@gov.bc.ca 250-208-4252	Special Appointee	Provincial champion for tech & innovation, support BC priorities, promote BC, support web3/metaverse

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
TIDD & IID	Innovation, Science and Economic Development Canada (ISED)	<p>MIN Contact: Honourable Francois-Philippe Champagne, Minister of Innovation, Science and Industry francois-philippe.champagne@parl.gc.ca 613-995-4895</p> <p>DM Contact: Simon Kennedy, Deputy Minister simon.kennedy@ised-isde.gc.ca Office : +1 (343) 291-2888 Cell Personal Information</p>	Government of Canada department focusing on innovation and science that fosters a growing, competitive, and knowledge-based Canadian economy.	PacifiCan is part of ISED's portfolio. ISED focuses on key issues of importance to JERI, including community economic development; access to capital for SMEs; trade and investment; and innovation through science and technology.
SBED	Island Coastal Economic Trust (ICET)	<p>MIN Contact: Mayor Aaron Stone, Board Chair astone@ladysmith.ca (250) 741-7552</p> <p>DM Contact: Brodie Guy, CEO 250-781-7797 brodie@islandcoastaltrust.ca</p>	The Island Coastal Economic Trust (ICET) is an independent nonprofit corporation created and capitalized by the province. It supports economic diversification in island and coastal communities by investing in infrastructure and economic development capacity. Delivers Rural Business and Community Recovery Initiative Program on behalf the province.	<p>Working with the Province to create a mechanism to include First Nations representation in economic development decision making at a regional level. (DAAP item 4.39)</p> <p>Currently in discussion with the Ministry re: recapitalization request. Business Case is currently being reviewed by staff for consideration and decision by MRK</p>
TIDD & IID	LifeSciences BC	Wendy Hurlburt, President & CEO cell: 604-762-6536 whurlburt@lifesciencesbc.ca	Industry association that supports and represents the life sciences community of B.C.	Provides leadership, facilitation of investment and partnering, advocacy and promotion of life sciences industry.
OMTI	Mass Timber Advisory Council	Minister of State George Chow, Chair George.Chow@gov.bc.ca	Strategic discussion forum to provide advice on the implementation of the Mass Timber Action Plan	<p>Construction sector innovation</p> <p>Expanding mass timber education and preparing the workforce</p> <p>Strengthening inclusive, sustainable economic development</p>
TIDD	Mining Association of British Columbia	Michael Goehring, President & CEO mgoehring@mining.bc.ca 604.681.4321 x120 / Cell: 604-374-3271	The voice of mining in BC, speaking on behalf of operating coal, metal, industrial mineral producers and smelters, as well as advanced development companies in the province.	Community economic development; regulatory efficiency; Indigenous relationships and reconciliation; supporting the low-carbon economy; environmental stewardship; global competitiveness; innovation & technology

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
IID	Natural Resources Canada (NRCan)	Honourable Jonathan Wilkinson, Minister jonathan.wilkinson@parl.gc.ca 613-995-1225 DM Contact: John Hannaford, Deputy Minister Natural Resources Canada John.Hannaford@nrcan-rncan.gc.ca ph #: 613-668-6146 (Executive Assistant)	NRC develops policies and programs that enhance the contribution of the natural resources sector to the economy and conducts innovative science in facilities across Canada to transfer technologies. Also represent Canada at the international level to meet the country's global commitments related to the sustainable development of natural resources.	From Departmental Plan 2022/23: 1. Ensure the well-being of Canada's resource communities and their workers, 2. Advance a sustainable, circular economy Enhance the competitiveness of our natural resource sectors as we make the transition to net-zero emissions by 2050.
SBED	Northern Development Initiative Trust (NDIT)	MIN Contact: Margo Wagner, Chair mwagner@cariboord.ca (250) 706-0639 DM Contact: Joel McKay, CEO 250-561-2525 joel@northernddevelopment.bc.ca	Northern Development is an independent, non-profit corporation; a catalyst stimulating economic growth through investments in grassroots, community-led projects in the Northern region of British Columbia. Delivers Rural Business and Community Recovery Initiative Program on behalf the province.	Working with the Province to create a mechanism to ensure First Nations representation in economic development decision making at a regional level.
TIDD	PacifiCan	MIN Contact: Honourable Harjit Sajjan, Minister of International Development and Minister responsible for the Pacific Economic Development Agency of Canada harjit@sajjan@parl.gc.ca 613-995-7052 DM Contact: Dylan Jones, Deputy Head (President) dylan.jones@pacifican.gc.ca ph 780-495-5772	Pacific Economic Development Canada (PacifiCan) is the Government of Canada regional development agency focused on British Columbia's evolving economy.	Economic partnerships on key regional programs for B.C.
TIDD & ITIC	Simon Fraser University	Joy Johnson, President pres_office@sfu.ca 778-782-4661	Simon Fraser University is a public research university in British Columbia, Canada, with three campuses, all in Greater Vancouver: Burnaby, Surrey, and Vancouver.	SFU has received \$6.5M from the Province and \$10M from PacifiCan to support the BC Centre of Agritech Innovation (BCCAI). This province-wide initiative, headquartered at SFU's Surrey campus, provides on-demand support to agritech scale-ups, in an effort to reduce upfront costs and barriers, and mitigate risks to compete in the agritech economy.

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
SBED	Small Business BC (SBBC)	Tom Conway, CEO 604-775-5525 tom.conway@smallbusinessbc.ca	Key resource centre for small business information and services, including business planning, financing, registration and any other issues related to starting and growing a business in BC. Runs BC Marketplace and involved with Export Navigator.	Main contract expires March 31, 2023. Underway to extend contract by 1 year to begin April 1, 2023.
IID	STEMCELL Technologies	Allen Eaves, CEO allen.eaves@stemcell.com Personal Information	STEMCELL Technologies develops cell culture media, cell separation systems, instruments and other reagents for use in life sciences research.	Advice/Recommendations; Government Financial Information
SBED TIDD	Surrey Board of Trade	Anita Huberman, CEO anita@businessinsurrey.com 604-634-0342	The Surrey Board of Trade provides businesses and organizations with economic opportunity, workplace development and education, international trade, government advocacy and business connections.	
ITIC	University of British Columbia	Interim Dr Deborah Buszard, President & Vice-Chancellor presidents.office@ubc.ca 604-822-0663	The University of British Columbia is a public research university with campuses in Vancouver and Kelowna, British Columbia.	Life sciences
ITIC	University of Victoria	Kevin Hall, President & Vice-Chancellor pres@uvic.ca 250-721-7002	The University of Victoria is a public research university of Greater Victoria, British Columbia.	Innovation agenda and university's role in supporting economic development/transformation
Branch	Organization	Contact	Description	Key Issues
Tier 2				
ITIC	VIATEC	Rob Bennett, Chief Operating Officer (COO) & Program Director 250-483-3236 rbennett@viatec.ca	Industry Association dedicated to developing technology companies and the technology sector in Victoria	Deliver programs to entrepreneurs and tech companies to develop the local tech sector in the Victoria area
ITIC	Accelerate Okanagan Technology Association	Brea Lake, CEO 250-870-9028 brea@accelerateokanagan.com	Industry Association dedicated to developing technology companies and the technology sector in the Okanagan	Deliver programs to entrepreneurs and tech companies to develop the local tech sector in the Kelowna area
TIDD	Asia Pacific Foundation of Canada	Jeff Nankivell, CEO 604-684-5986 jeff.nankivell@asiapacific.ca	Not for profit thought leader on the Canada-Asia relationship	Canada-Asia relationships

**Ministry of Jobs, Economic Recovery and Innovation Key Stakeholders
(High level stakeholders)**

Branch	Organization	Contact	Description	Key Issues
TIDD	Consulate General of the Netherlands	Sebastian Messerschmidt, Consul General 604-684-6448 van@minbuza.nl	The Consulate General in Vancouver facilitates Dutch companies in doing business in Western Canada. Additionally, the CG aims to promote and expand Dutch culture in Canada and provides consular services.	An Agricultural Innovation Action Plan between the Province and the Netherlands was jointly signed by BC's Ministry of Jobs, Economic Recovery and Innovation, Ministry of Agriculture and Food and the Netherlands' Ministry of Agriculture, Nature and Food Quality on May 23, 2022. The 3-year Action Plan will promote increased food security, productivity, diversification and sustainability of the agritech sector through Government-to-Government dialogue, scientific cooperation, and industry partnerships and exchange opportunities.
ITIC	Innovation Island	Graham Traux, Exec Director 250-753-8324 graham@innovationisland.ca	Industry Association dedicated to developing technology companies and the technology sector in Nanaimo, Central and North Vancouver Island, and Sunshine Coast	Deliver programs to entrepreneurs and tech companies to develop the local tech sector in the Central and North Vancouver Island and Sunshine Coast

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**Ministry of
Jobs, Economic Recovery
and Innovation**

**2022/23 – 2024/25
SERVICE PLAN**

February 2022



For more information on the Ministry of Jobs, Economic Recovery and Innovation contact:

Ministry of Jobs, Economic Recovery and Innovation

Vancouver: 604-660-2421

Victoria: 250-387-6121

Or visit our website at

<https://www2.gov.bc.ca/JERI>

Published by the Ministry of Jobs, Economic Recovery and Innovation

Minister's Accountability Statement



The *Ministry of Jobs, Economic Recovery and Innovation 2022/23 – 2024/25 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in dark ink, appearing to be 'R. Kahlon'.

Honourable Ravi Kahlon
Minister of Jobs, Economic Recovery and Innovation
February 4, 2022

Minister of State's Accountability Statement



I am the Minister of State for Trade and Innovation and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2022/23:

- a) promote the 2022 BC Export Awards;
- b) continue to consult with key stakeholders as ministry teams work towards developing a new B.C. Trade Diversification Strategy which should include new strategies to expand B.C.'s export opportunities;
- c) continue to support Forestry Innovation Investment Ltd's efforts to actively maintain, create and diversify demand for B.C.'s manufactured wood products in key international markets;
- d) continue to promote B.C. food and agriculture exports in collaboration with the Minister of Agriculture, Food and Fisheries;
- e) promote trade readiness programs across the province, including B.C.'s Export Navigator program to help more small businesses export their goods and services;
- f) continue to promote the benefits of free trade agreements to help B.C. businesses leverage new opportunities;
- g) continue to engage with industry stakeholders to identify sector-focused special projects that would support economic development, trade and innovation in sectors including aerospace and broader forest innovation;
- h) lead consultation to advance the Mass Timber Action Plan including engaging with the Mass Timber Advisory Council and industry stakeholders;
- i) support the development and implementation of a made-in-B.C. Shipbuilding Strategy through engagement of stakeholders and partners, including the B.C. Shipbuilding Advisory Committee; and
- j) submit to Cabinet a report on the results referred to in paragraphs (a) through (i) on or before March 31, 2023.

A handwritten signature in cursive script, reading "George Chow".

Honourable George Chow
Minister of State For Trade
February 4, 2022

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Purpose of the Ministry

The Ministry of Jobs, Economic Recovery and Innovation is working to make life better for people by building an inclusive, sustainable, and innovative economy that works for all British Columbians.

The Ministry delivers programs and services that leverage British Columbia's natural advantages to drive clean and inclusive economic growth.

Its priorities include encouraging business start-up and growth through innovation and adoption of new technologies, supporting emerging opportunities in manufacturing, shipbuilding, life sciences and mass timber. In addition, the Ministry will build on British Columbia's competitive advantages through the development of an Environmental, Social and Governance (ESG) strategy. The Ministry also promotes trade and investment, positioning B.C. as a global exporter of low-carbon goods and services.

The Ministry supports First Nations and Indigenous peoples, small businesses and communities with economic development activities, the revitalization of traditional industries, economic diversification, job creation and strategic investments to ensure everyone in British Columbia benefits from economic growth.

To that end, our government just released Stronger BC: A plan for today, a vision for tomorrow – British Columbia's guide to economic prosperity through inclusive and clean growth.

The Ministry has an oversight role for the following Crown corporations: [Forestry Innovation Investment Ltd.](#), [InBC Investment Corporation](#) and [Innovate BC](#).

Strategic Direction

In 2022/2023, the Government of British Columbia will continue its whole-of-government response to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each ministry's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first; working toward lasting and meaningful reconciliation; supporting equity and anti-racism; ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets; and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Ministry of Jobs, Economic Recovery and Innovation will support the government's priorities including the foundational principles listed above and selected action items identified in the [November 2020 Minister's Mandate Letter](#).

Economic Statement

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Performance Planning

Goal 1: Capitalize on our strengths, including low-carbon and Environmental, Social and Governance advantages, to build a brand that attracts investment, accelerates exports and supports business growth in British Columbia

Objective 1.1: Assist B.C. businesses to compete globally taking advantage of trade opportunities in existing and new markets and attracting investment to create resiliency

Key Strategies

- Drive the development and implementation of B.C.'s Environmental, Social and Governance (ESG) strategy, marketing and communications, in collaboration with other ministries and governments to demonstrate the quality and competitiveness of BC products and services in global markets.
- Lead an ongoing multi-sector program of trade promotion and investment attraction activities to support B.C. exporters and communities in domestic and international markets, working with B.C.'s Trade and Investment Representatives globally.
- Identify new opportunities to diversify markets and leverage resources to build connections in new markets to highlight B.C. as a low-carbon supplier.
- Defend B.C.'s interests in trade actions and disputes to help protect B.C. businesses' competitiveness and utilize negotiations to further open markets to support diversification.
- Develop and implement a Trade Diversification Strategy that will help B.C. businesses build connections in new markets, take advantage of trade agreements, increase exports, and highlight B.C. as a low carbon supplier.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 Number of trade and investment opportunities supported by the Ministry	605	665	732	732

Data source: Ministry of Jobs, Economic Recovery and Innovation

Linking Performance Measure to Objective

The Ministry has an integrated program of investment attraction and export promotion activities in B.C., and in overseas markets to support growth and diversification in the province.

Established in 2019/20, this performance measure follows how well the Ministry is able to attract and promote British Columbia trade and investment opportunities and is monitored by an internal tracking system.

Discussion

The target for 2024/25 will remain stable given the global uncertainty presented by the COVID-19 pandemic and to reflect our steady recovery. Subsequent targets will be dependent on ongoing client and stakeholder feedback and development of a new trade diversification strategy.

Objective 1.2: Support business growth and anchoring in B.C.

Key Strategies

- Work with InBC Investment Corporation to help high potential businesses grow and deliver economic, environmental, and social returns for the province.
- Work with interested parties to leverage investment programming, such as the Small Business Venture Capital Tax Credit program.
- Assist investors in taking significant projects from idea to completion, and bring proponents, various levels of government, Indigenous communities and other stakeholders together to advance investment decisions, seek matching opportunities and lead and coordinate cross-government corporate initiatives
- Ensure businesses that are not yet export-ready are supported to become exporters through Export Navigator and trade readiness programs, building capacity for international markets and attracting investment into their regions.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Total small business venture capital leveraged through tax credit usage ¹	\$130M	\$89M	\$90M	\$95M
1.2b Rural small business venture capital leveraged through tax credit usage ²	\$8.6M	\$8M	\$8.5M	\$8.5M

Data source:

¹Investment Capital Branch. The 30% tax credit reduces risk to B.C. investors of their investment into eligible B.C. businesses.

²Rural small business usage is a sub-component of the total small business venture capital tax credit usage detailed in 1.1a.

Linking Performance Measure to Objective

Business scale up is often reliant on access to capital. By supporting businesses throughout B.C. to access this needed capital the Ministry helps establish the province as a preferred location to do business, encourages job creation and provides a catalyst for sectoral growth – an investment in businesses that encourages them to grow and stay in B.C. The investment dollars available for venture capital can be influenced by several external market factors, therefore, original targets are being carried forward. Preliminary forecasts for 2021/22 indicate the previous targets are likely to be exceeded. Any changes will be reported in the Annual Service Plan Report. Access to investment capital in British Columbia will be further enhanced by the establishment of the InBC Investment Corp. Strategic Investment Fund.

Goal 2: Accelerate the innovation economy to catalyze future opportunities in core and emerging sectors to support ongoing recovery in British Columbia

Objective 2.1 Launch and implement the Mass Timber Action Plan that will accelerate the growth of a new innovative, inclusive, and sustainable economic sector in B.C.

- Increase real-world experience and learning from new mass timber hybrid buildings through Forestry Innovation Investment Ltd. Mass Timber Demonstration Program and publicly funded buildings.
- Leverage new CleanBC focus on low-carbon building materials to expand market adoption of climate friendly mass timber.
- Support innovation within the building regulatory system to remove technical barriers to mass timber construction.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1 Three year rolling average ¹ of square meters of floor area in newly completed buildings which incorporate mass timber in one or more primary structural systems ²	77,038 ³	84,741	93,216	102,537

Data source: Forestry Innovation Investment/Sciurus Advisory Inc.

¹Three year rolling accounts for normal year to year variations in building construction starts

²Primary structural system means load bearing walls, roofs, floors, and vertical shafts for stairs/elevators

Linking Performance Measure to Objective

The increasing number of square meters of floor area is an indicator of the overall growth of the mass timber sector. It demonstrates the rising demand for this innovative building material which in-turn sends strong market signals to mass timber manufacturers and the various goods and service providers within the emerging broader sector.

Discussion

Mass timber is a relatively new sector with vast potential to add value to our forest resource, modernize the way we construct buildings, and reduce the carbon footprint of our building materials. The significant export potential associated with the mass timber products and associated services is in addition to the domestic consumption tracked in this performance measure. Opportunities for enhanced data collection and measurement will emerge as the sector matures and transitions from niche to mainstream.

Due to challenges associated with data collection in this nascent sector, the performance measure from last year has been discontinued. One of the Actions in the Mass Timber Action Plan is to improve data collection as this emerging sector develops. Until more data is available, m2 of floor area as a performance measure for 2022/23 represents the best performance measure to

indicate industry growth. In future, as more data on this industry becomes available, this performance measure can be further refined.

Objective 2.2: Grow sectors of emerging opportunity including agritech, life sciences, manufacturing and transformative technologies like artificial intelligence and position them as drivers of good jobs and revenues

Key Strategies

- Develop a B.C. Life Sciences and Biomanufacturing Strategy that will cement B.C.'s position in the global supply chain with the focus on biotech research, talent development, clean growth and commercialization to generate sustainable, innovative, value-added economic activity and well-paying jobs in B.C.
- Continue to help advance the commercialization efforts of B.C.'s quantum computing and applied artificial intelligence clusters.
- Develop an Industrial and Manufacturing Strategy that will help create a strong platform for industry to accelerate towards Industry 4.0 and manufacture, improve and distribute their products using innovation and technology.
- In collaboration with the Ministry of Agriculture and Food, coordinate and implement targeted initiatives to support and grow B.C.'s thriving agritech sector.
- Develop and implement a B.C. Shipbuilding Strategy that will support sustainable and innovative shipbuilding, ship repair and related marine industries in B.C.
- In collaboration with industry partners, establish Integrated Marketplaces that allow innovative companies to access domestic markets and efficiently scale up operations.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Develop strategies to leverage emerging economic opportunities in BC	N/A	Develop strategies in multiple key emerging sectors	TBD	TBD

Data source: Ministry of Jobs, Economic Recovery and Innovation.

Linking Performance Measure to Objective

As outlined in Stronger BC: A plan for today, a vision for tomorrow, the Ministry is developing strategies to enhance B.C.'s access to emerging economic opportunities in several key sectors. Once strategies are ready for implementation, a new performance measure will be established to track progress against this objective.

Discussion

Fostering innovation and building talent in British Columbia will facilitate the creation of future jobs and position B.C. as a leader in an innovation driven economy. Enabling growth in these emerging sectors is an important component of our path forward.

Goal 3: Support businesses and communities to create sustainable, family supporting jobs and inclusive growth that works for all British Columbians

Objective 3.1: Support B.C. communities, First Nations, Indigenous and other underrepresented peoples to increase participation in established and emerging economic sectors

Key Strategies

- Develop and implement the Small Business Diversity and Inclusion Strategy
- Establish a long-term dialogue and commit to improving economic well-being for First Nations and Indigenous peoples and commit to taking action to ensure their full participation in all aspects of British Columbia's economy.
- Continue to coordinate and support Indigenous economic development activities through the Indigenous Economic Development Joint Office in collaboration with the Ministry of Indigenous Relations and Reconciliation.
- Continue to provide small businesses as well as Indigenous and non-Indigenous communities throughout the province with the tools and resources to support economic development efforts, including outreach initiatives, webinars, workshops, digital training, and toolkits.
- Build on the success of StrongerBC programming such as the Launch Online Grant Program, Digital Marketing Bootcamps and the Innovator Skills Initiative, to continue to increase underrepresented groups participation in the digital economy.
- Support the StrongerBC Young Leader's Council as it provides ideas to Government on topics that matter to young people in BC

Performance Measure(s)	2020 Baseline	2021 Forecast	2022 Target	2023 Target	2024 Target
3.1 Support growth in the number of businesses with 10 or more employees	49,900	50,750	51,600	52,500	53,400

Data source: BC Stats using data supplied by Statistics Canada. Please note that the total number reflects the calendar year and final business counts for 2021 will be released in March 2022.

Linking Performance Measure to Objective

Businesses with more than 10 employees are shown to have higher salaries and a more stable workforce and to generate more economic activity domestically and internationally. B.C. is a leader in entrepreneurship and has an abundance of small start-up companies. Supporting these companies to grow to become economic anchors in communities builds resilient and diverse regional economies. With this growth comes investment in research and development, supply chain development and the ability to export to domestic, national and global markets – all of which will result in good-paying jobs for British Columbians.

Discussion

The Ministry established this new performance measure in fiscal year 2020/21. As the Ministry continues to develop and refine its work in this area, a new performance measure may be developed that better aligns with *Stronger BC: A Plan for Today, A Vision for Tomorrow* and this objective.

Objective 3.2: Strengthen regional economic development, support recovery and build resilience to economic disruption

Key Strategies

- Support B.C. forestry workers, families and contractors impacted by economic disruption events such as mill closures and curtailments and the COVID-19 pandemic, through leading on-the-ground community transition services.
- Provide coordinated and comprehensive supports for workers, communities and First Nations to offset economic impacts that may follow from new restrictions on harvesting old growth forests.
- Create short-term employment opportunities for contractors and their employees, and mitigate job losses through the implementation of the [Community Economic Recovery Infrastructure](#) and [Forest Employment Programs](#).
- Together with the three Regional Economic Trusts, implement the Rural Business and Community Recovery Initiative to assist businesses and communities.
- Implement a targeted rural resident attraction pilot that will assist communities in building on their local or regional assets and economic opportunities in order to attract and retain residents across B.C.
- Lead and strengthen cross-government programs, services, and investments to support regional worker and community resiliency, and realize new economic opportunities.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2 Percent of rural development grant funding spent	100%	100%	100%	TBD	TBD

Data source: Ministry of Jobs, Economic Recovery and Innovation

Linking Performance Measure to Objective

This new performance measure tracks the amount of grant funding spent to support community economies in B.C. This funding supports infrastructure and economic development, directly contributing to short-term economic recovery and job creation. In the long-term, these projects support economic diversification, helping to strengthen regional economies and increase resiliency to economic disruptions.

Discussion

Regional economic recovery depends on many factors including community capacity, the structure and condition of the local economy, and access to resources. Communities and organizations need funding to implement initiatives to create the foundations for long-term economic development. For example, building better economic infrastructure, innovative and sustainable sector development, advancing economic diversification, and strengthening climate resilience.

Objective 3.3: British Columbia's evolving regulatory framework supports effective service delivery as well as business and economic growth

Key Strategies

- Maintain the commitment to a zero-net increase in regulatory requirements (from the baseline set in 2004) until 2022.
- Report on cross-government progress on regulatory modernization and service improvements on an annual basis.
- Continue to use an annual process of bundling small regulatory changes to enhance service delivery and support ongoing maintenance of B.C.'s regulatory framework.
- Continue efforts to identify and address outdated language related to inclusion, accessibility and modern service delivery.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.3 Number of regulatory requirements compared to the 2004 baseline of 197,242 ¹	0 net Increase ¹	0 net Increase	0 net Increase	0 net Increase

Data source: Economic & Regulatory Analysis Branch, Ministry of Jobs, Economic Recovery and Innovation

¹From the baseline regulatory requirements set in 2004.

Linking Performance Measure to Objective

The regulatory requirements count is a long-standing proxy for the overall regulatory burden in British Columbia. Through the zero-net increase commitment, the B.C. government commits to maintaining the overall number of regulatory requirements nested in provincial statutes, regulations, and associated policies and forms below the baseline set in 2004.

Discussion

Conducting regulatory impact analysis and tracking requirements encourages ministries to maintain streamlined and current regulatory frameworks, and to avoid creating requirements that may impact the development and growth of businesses of all sizes – especially small businesses. Modern and streamlined regulations, policies and service delivery promote economic growth and innovation in B.C.

Financial Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
Trade and Industry Development	25,903	28,379	28,379	28,379
Small Business and Economic Development	7,454	7,454	7,454	7,454
Investment and Innovation	12,063	13,029	13,129	13,129
Regional Development	27,391	27,391	27,391	27,391
Transfers to Crown Corporations and Agencies	25,640	25,640	25,640	25,640
Executive and Support Services	8,020	8,533	8,550	8,550
Northern Development Fund	500	500	500	500
Total	106,971	110,926	111,043	111,043
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	1	3	3	3
Total	1	3	3	3

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

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

Appendix A: Agencies, Boards, Commissions and Tribunals

As of February 22, the Minister of Jobs, Economic Recovery and Innovation is responsible and accountable for the following:

Forestry Innovation Investment Ltd.

InBC Investment Corporation

BC Renaissance Capital Fund Ltd.

Innovate BC

Indigenous Business and Investment Council

Island Coastal Economic Trust

Nechako-Kitamaat Development Fund Society

Northern Development Initiative Trust

Premier's Chinese Canadian Community Advisory Committee

Small Business BC

Small Business Roundtable

Southern Interior Development Initiative Trust

Stronger BC Young Leader's Council