



THE BC JOBS PLAN

British Columbia **Jobs and Investment** Board

Agenda

February 24, 2012

Location: Cabinet Office Boardroom, Suite 740
999 Canada Place, Vancouver BC

Time	Item	Lead
9- 9:20	Welcome & Introductions	Ray Castelli
9:20- 10	Role and Mandate of BCJIB <ul style="list-style-type: none"> • BC Jobs Plan • Aboriginal Business Investment Council • Markets 	Minister Pat Bell
10- 10:45	Government's Action in Investment Attraction and Job Creation	Dana Hayden
10:45-11	Break	
11- 12:30	Round Table Discussion <i>(Board members identify best areas of focus for investment attraction and job creation)</i>	All
12:30-1:15	Lunch	
1:15- 2	Next Steps – short/medium/long term work plans <ul style="list-style-type: none"> • Major Investments • Hosting • Industrial Regional Benefits 	Ray Castelli
2- 2:15	Premier's Welcoming Remarks	Premier Christy Clark
2:15- 2:30	Board Members Photograph	All
2:30	Closing ~ Next Meeting	Ray Castelli

Attendees List Attached

Attendees

Pat Bell: Minister of Jobs, Tourism and Innovation

Raymond Castelli: Chair, BCJIB / CEO, Weatherhaven

Ellis Ross: Chair, Aboriginal Business and Investment Council / Chief Councilor, Haisla Nation

Kaity Arsoniadis-Stein: President, International Ship-owners Alliance of Canada, Inc.

Frenny Bawa: Former Vice President, Research In Motion

Kathy Butler: Managing Director, CIBC World Markets' Vancouver Investment Banking Group

Joseph Caron: Special Advisor, Heenan Blaikie Asia Pacific group

Stockwell Day: Former Minister, Government of Canada

Richard Dunn: Vice-President, Encana Corporation

Brian Fehr: CEO, BID Group of Companies

Hank Ketcham: President & CEO, West Fraser Timber

Gary Kroeker: Director, Community Savings Credit Union

V. Paul Lee: Managing Partner, Vanedge Capital

Wendy Lisogar-Cocchia: Executive Vice-President, Century Plaza Hotel and Spa

Gerry J. Martin: Owner, Northern Drugs Ltd.

R. Harry McWatters: President & CEO, Vintage Consulting Group Inc.

Ralph Nilson: President & Vice-Chancellor, Vancouver Island University

Marcia Smith: Senior Vice President, Teck

Ministry of Jobs, Tourism & Innovation

Dana Hayden: Deputy Minister

Sandra Carroll: Assistant Deputy Minister, Economic Development Division

Rob Pysden: Director, Corporate Initiatives, Economic Initiatives & Analysis Branch



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Discussion Points/Action Items

1. Welcome and Introductions
2. Chair Report
 1. Guiding Principles
 2. Leveraging Existing Resources
 - Canvas sector associations for ideas
 - Canvas individual companies and individuals
 - Partner with business associations
 - Consult with Labour organizations
 - Leverage academic and professional expertise
 - Leverage federal and provincial government resources
 - Look outside Canada for best practice in your sector
3. Collaborate with Aboriginal Business Investment Council
 - Work on common issues
4. Things we need to know more about
 - Status of the Olympic Hosting Program
 - Competitive analysis
 - Investment that drives most ROI for BC
 - Create a BC "Investment Memorandum"
5. Timeframe
 - Need to report out twice per year
6. Suggested Game Plan
 - Initial meeting – roundtable - suggestion box
 - Break into work teams
 - Meeting Two – Friday June 1st
 - Sector teams delivers report/recommendations

- Discuss and pick the best ideas
 - Focus on things that can be implemented by 2013
 - Identify common themes
 - Work with staff following meeting to deliver 1st Report by July 30th
 - Meeting Three - November
 - Consider developing an integrated Joint Conference on BC Investment
 - Meeting Four – January 2013
7. Minister Bell Opening Remarks
- India – market expansion
 - Europe – attract inbound capital
 - US – changed market
 - Foreign Trade Zones
8. BC Jobs Plan Presentation
9. Roundtable Discussion
10. Establish Sector Work Teams
- Forestry: Hank Ketchum, Brian Fehr
 - Mining: Marcia Smith, Gary Kroeker
 - Natural Gas: Richard Dunn, Ellis Ross
 - Cross Sector Focus Group - Natural Resources
 - Agri-foods: Harry McWatters, Stockwell Day
 - Tech/Clean/Green: Kathy Butler, Paul Lee, Frenny Bawa
 - Tourism: Wendy Lisogar-Cocchia, Gerry Martin
 - Transport/Ports/Marine/Aerospace: Kaity Arsoniadis-Stein, Ray Castelli
 - International Education: Ralph Nilson, Giles Newman
 - India Focus: Joseph Caron, Frenny Bawa
11. Premier's Welcoming Remarks

Action Items:

1. Sector Strategies timelines for completion
2. 2010 Business Hosting Report
3. Financial analysis/business case for international expansion
4. International Finance Centre status
5. Set up SharePoint site for Board
6. Economic Benchmarks/Competitiveness Report
7. Major Investment Office – status of projects
8. How does the Province track new investment?

Next Meeting: June 1, 2012 (Alternate date will also be identified)



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Agenda

June 1, 2012

Location: Cabinet Office Boardroom, Suite 740
999 Canada Place, Vancouver BC

Time	Item	Lead
8:30	Welcome and introduction	Ray Castelli
8:45	Update on Aboriginal Investment Council	Ellis Ross (via phone)
9:00	Highlights of Sector Reports/ Roundtable	Ray Castelli
10:00	Update on Ministry initiatives	Dana Hayden
10:15	Introduction to Major Investments Office	Tim McEwan
10:30	Break	
10:45	Preliminary Report on research on competitors KPMG /MMK	Giles Newman
11:15	Sector reports	Team Leads
	<ul style="list-style-type: none">Natural Resource sectors (Forestry, Mining, LNG) - Hank Ketcham, Marcia Smith, Richard Dunn, Ellis RossTourism – Wendy Lisogar-Cocchia and Gerry MartinAgrifoods – Harry McWatters	
12:00	Lunch	

Sector reports

12:30

- Transport, Ports, Marine and Aerospace – Katy Stein-Arsoniadis
- Technology/Clean/Green – Kathy Butler
- International Education – Ralph Nilson
- India – Joseph Caron

13:45

**P3 concept for trade expansion
BC Business Council**

Greg
D'Avignon

14:00

Round-table discussion

15:30

Wrap-up

Ray Castelli

- Discuss work plan and timetable for next BCJIB meeting (July 16)

Attendees

Pat Bell: Minister of Jobs, Tourism and Innovation

Ray Castelli: BCJIB Chair, Weatherhaven CEO

Ellis Ross: ABIC Chair/ Chief Councillor, Haisla First Nation

Kaity Arsoniadis-Stein: President, International Ship-owners Alliance of Canada, Inc.

Frenny Bawa: Vice President, Research In Motion

Kathy Butler: Managing Director, CIBC World Markets' Vancouver Investment Banking Group

Joseph Caron: Special Advisor, Asia Pacific Foundation of Canada

Stockwell Day: Former Minister, Government of Canada

Richard Dunn: Vice-President, Encana Corporation

Brian Fehr: CEO, BID Group of Companies

Hank Ketcham: President & CEO, West Fraser Timber

Gary Kroeker: Director, Community Savings Credit Union

V. Paul Lee: Managing Partner, Vanedge Capital

Wendy Lisogar-Cocchia: Executive Vice-President, Century Plaza Hotel and Spa

Gerry Martin: Owner, Northern Drugs Ltd.

R. Harry McWatters: CEO, Vintage Consulting Group, Inc.

Ralph Nilson: President & Vice-Chancellor, Vancouver Island University

Marcia Smith: Senior Vice President, Teck

Susan Spratt: Area Director, Canadian Auto Workers

Ministry of Jobs, Tourism and Innovation:

Dana Hayden, Deputy Minister

Tim McEwan, Associate Deputy Minister, Investments Office

Todd Tessier, Executive Director, Investment Capital

Rob Pysden, Director, Corporate Initiatives

Leduc, Danine CSCD:EX

From: Pysden, Rob JTI:EX
Sent: Sunday, June 3, 2012 8:57 AM
To: Sekyer, Dean JTST:EX
Subject: Fw: Recap of BC Jobs and Investment Board meeting #2 and next steps (next meeting: July 17th at 2pm)

Fyi

From: Ray Castelli [mailto:rcastelli@weatherhaven.com]
Sent: Saturday, June 02, 2012 01:52 PM
To: ellisross@haisla.ca <ellisross@haisla.ca>; Paul@vanedgecapital.com <Paul@vanedgecapital.com>; jci@josephcaroninc.com <jci@josephcaroninc.com>; stockwellday@stockwellday.com <stockwellday@stockwellday.com>; Marcia.smith@teck.com <Marcia.smith@teck.com>; Kathy.butler@cibc.ca <Kathy.butler@cibc.ca>; Hank.ketcham@westfraser.com <Hank.ketcham@westfraser.com>; Ralph.nilson@viu.ca <Ralph.nilson@viu.ca>; s22 wendy@crewmanagement.com <wendy@crewmanagement.com>; s22 brian.fehr@bidgroup.ca <brian.fehr@bidgroup.ca>; Kaity Stein <kaity@kaitystein.com>; Richard.dunn@encana.com <Richard.dunn@encana.com>; s22 Harry Mcwhatters <wine@harrymcwhatters.com>; gnewman@kpmg.ca <gnewman@kpmg.ca>; Susan Spratt <Susan.Spratt@caw.ca>
Cc: Hayden, Dana JTI:EX; Carroll, Sandra HLTH:EX; Pysden, Rob JTI:EX; McEwan, Tim JTI:EX; Greg D'Avignon <greg.davignon@bcbc.com>; Bell, Pat JTI:EX
Subject: Recap of BC Jobs and Investment Board meeting #2 and next steps (next meeting: July 17th at 2pm)

Thanks to all of you for your time and engagement yesterday.

I think we had a very productive meeting and I know the Minister and his officials were impressed by the input and amount of work that you all put into it.

It certainly makes my job easier when we have such a talented, experienced group who can move through such complex issues, yet still finish a meeting ahead of schedule.

To recap what we decided:

1. Please forward me an electronic copy of your respective sector reports you prepared for yesterday (as well Greg, Dana's and Tim's presentations)
2. Please include a cover letter to the Minister, highlighting 3 specific recommendations you feel are most important – please specify if any could be immediately implemented
3. I will ask the Ministry staff to assemble a binder, with a chapter for each presentation and sector report. These will be mailed to you in the next few weeks.
4. We agreed to meet the Minister in mid-July for a review session. I would like to propose **Tuesday, July 17th from 2-5pm.** Please advise.
5. To prepare for that meeting, we are going to re-organize ourselves into 3 sub-groups – each along

a theme that cuts across most of the sectors

6. These 3 sub-groups are:

- a) Barriers to Investment – chaired by Richard Dunn
- b) Investment attraction and trade promotion – chaired by Paul Lee
- c) Competitiveness/Manufacturing – chaired by Ralph Nillson

A table summarizing the memberships of these sub-groups is pasted below.

7. We would like the respective Chairs to organize at least 1-2 meetings of their sub-groups (either in person or teleconference) before July 17th with the specific goal of bringing forth 3 additional recommendations on how those cross-sectoral issues can be addressed (as well as being prepared to give feedback to the Minister and DM on the first year of the Jobs Plan and suggestions for improvements moving forward). This will be the subject of our 3rd meeting on the afternoon of July 17th with the Minister.

Thanks again for your interest, time and engagement. Let me know if you have any questions.

Ray

JIB - Cross Sectoral Themes Review

Topics

Forestry

Mining

Natural Gas

Agrifoods

Transoprt/Aerospace

Tourism

Ray Castelli
CEO
Weatherhaven
(ph) 778-998-4717
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THE BC JOBS PLAN

British Columbia **Jobs and Investment** Board

Agenda

July 17, 2012

Location: Cabinet Office Boardroom, Suite 740
999 Canada Place, Vancouver BC

Conference call: s15
Access code participant: s15

Time	Item	Lead
2:00	Welcome/Introduction	Ray Castelli
2:05	Opening Comments	Minister Pat Bell
2:20	Sector Sub-Committees - 3 Recommendations	Sector leads
	Agri-foods • Forestry • India Focus • International Education • Natural Gas • Mining • Transport • Technology • Tourism	
2:45	Sector Recommendations- Discussion	All
3:45	s13	Dana Hayden
4:15	s13	All
4:40	Next Steps	Ray Castelli
4:45	Next Steps- Discussion	All
5:00	Closing	

Invitees

Pat Bell: Minister of Jobs, Tourism and Innovation

Ray Castelli: BCJIB Chair, Weatherhaven CEO

Ellis Ross: ABIC Chair/ Chief Councillor, Haisla First Nation

Kaity Arsoniadis-Stein: President, International Ship-owners Alliance of Canada, Inc.

Frenny Bawa: Vice President, Research In Motion

Kathy Butler: Managing Director, CIBC World Markets' Vancouver Investment Banking Group

Joseph Caron: Special Advisor, Asia Pacific Foundation of Canada

Stockwell Day: Former Minister, Government of Canada

Richard Dunn: Vice-President, Encana Corporation

Brian Fehr: CEO, BID Group of Companies

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R. Harry McWatters: CEO, Vintage Consulting Group, Inc.

Ralph Nilson: President & Vice-Chancellor, Vancouver Island University

Marcia Smith: Senior Vice President, Teck

Susan Spratt: Area Director, Canadian Auto Workers

Ministry of Jobs, Tourism and Innovation

Dana Hayden, Deputy Minister

Shanna Mason, Assistant Deputy Minister, Economic Development Division

Rob Pysden, Director, Corporate Initiatives

Leduc, Danine CSCD:EX

From: Ray Castelli [rcastelli@weatherhaven.com]
Sent: Wednesday, July 18, 2012 4:04 PM
To: ellisross@haisla.ca; Paul@vanedgecapital.com; jci@josephcaroninc.com;
stockwellday@stockwellday.com; Marcia.smith@teck.com; Kathy.butler@cibc.ca;
Hank.ketcham@westfraser.com; Ralph.nilson@viu.ca; s22
wendy@crewmanagement.com; s22 brian.fehr@bidgroup.ca; Kaity
Stein; Richard.dunn@encana.com; s22 Harry Mcwhatters;
gnewman@kpmg.ca; Susan Spratt
Cc: Hayden, Dana DBC:EX; Pysden, Rob JT:EX; McEwan, Tim JTST:EX; Bell, Pat JTST:EX;
Sekyer, Dean JTST:EX; Mason, Shanna JTST:EX
Subject: Summary of July 17th Meeting of BC Jobs and Investment Board
Attachments: BC Jobs and Investment Board - Meeting 3 Summary and Next Steps - July 17, 2012.pptx

Hi,

Thanks to those of you who were able to join us for the meeting with Minister Bell yesterday. I know it's a challenging time of year, given holidays and the first real days of sunshine, but we managed a respectable turnout. Thanks as well to those of you who joined by phone (although I understand it was difficult to follow parts of the conversation).

To level set everyone, I've attached a brief meeting summary.

I've included a copy of the agenda and the introductory slides we presented to the Minister yesterday.

The last 2 pages provide a brief summary of the meeting discussion, as well as suggested game plan moving forward.

The most significant outcome is that we will be preparing and releasing an "Interim Report" on August 30th.

This is meant to be a "flash preview", 6 months in, of some of our key findings and focusing on the Top 3 recommendations from each sector.

The work of the 3 Cross-Sector Subgroups is expected to be wrapped up in the next few weeks, and any findings we want to put into the Interim Report will be considered as well.

To help inform everyone's input into the Interim Report, we're hoping to receive, from Giles Newman, a final version of the KPMG International Competitiveness Report as well as another study on Investment Barriers that Richard Dunn has spearheaded, more focused on the natural resource sector. We hope get you these to all of you in the next week to 10 days.

Sometime after the release of our Interim Report, there may be another phase of the Jobs Plan which will intensify focus on at least 4 key areas (Job Training, First Nations, Regulatory as well as a new focus on Manufacturing and IRB Strategy). My expectation is that we will be asked to re-assign our

Board into teams to support each of those 4 areas of additional focus. (although there is already some symmetry with our 3 sub-groups)

The end game is to incorporate all our recommendations, as well as any new ones we develop over August-November, and prepare a Final Report sometime in late November. We need to meet this timeline in order to get into the Throne Speech and Budget processes, particularly for any recommendations that require Finance or Cabinet approval.

That said, the Minister was sensitive to Board feedback that some of these initiatives could be announced sooner and shared our viewpoint that the outcomes of our work need to be action-oriented rather than simply more words and process.

Finally, we were introduced to Shanna Mason, who is a new ADM (EcDev) and she will be leading JTI's efforts on our behalf. We plan to start immediately drafting a publishable version of the Interim Report, in the hopes of getting an early draft to all of you in early August.

Please note that we'll require some time from all of you, at least in terms of input/feedback on the draft report, as well as participation in at least one conference call, during August. That's the only way we're going to meet the time target of releasing an Interim Report by August 30th.

If you have any questions about this, please let me know or feel free to call.

Thanks again for your input and support.

Ray

Ray Castelli
CEO
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(ph) 778-998-4717
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THE BC
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BC Jobs and Investment Board

Meeting # 3

Tuesday, July 17, 2012



Agenda



Time	Item	Lead
2:00	Welcome/Introduction	Ray Castelli
2:05	Opening Comments	Minister Pat Bell
2:20	Sector Sub-Committees - 3 Recommendations	Sector leads
	Agri-foods • Forestry • India Focus • International Education • Natural Gas • Mining • Transport • Technology • Tourism	
2:45	Sector Recommendations- Discussion	All
3:45	s13	Dana Hayden
4:15	s13	All
4:40	Next Steps	Ray Castelli
4:45	Next Steps- Discussion	All
5:00	Closing	

Analysis of Top 3 Recommendations



JIB Top 3	Immediate Action	Aspirational	Need to find solution
Forestry	Establish Centre of Excellence in PG	Future vision for industry	Affordable and certain timber supply
Mining	Redraft First Nations accomodation guidelines	Maintain competitive tax environment	Skilled labour shortages
LNG	Improve permitting and approval processes	Work with Ottawa to provide more competitive CCA schedule for LNG	Skilled labour shortages First Nations issues
Agrifoods		Grow Aquaculture, blueberry and wine sectors	
Tourism	Establish Provincial Destination Marketing Organization	Highlight niche markets	"Open Skies" and barriers to travel
Tech	Increase Angel tax credits		
	Increase funding to Renaissance Fund		
	Implement tax measure to attract tech and fund management executives		
Transport, Ports and Aerospace	Eliminate or reduce Carbon Tax	Northern Port Strategy	Develop initiative to attract shipping HQ's to BC
	Fund Industry Association and demonstrate BC is in the game	Establish database of capabilities and match to potential IRB needs of global OEM's	Differentiate BC through an IRB cash/tax credit program
	Establish fund to increase Mfg competitiveness		
Int. Educ.	Establish centralized applications process across PSI's	Better collaboration on recruitment	Attract students to key skills areas by reducing barriers
India	Fund Mentors program	Attract more students from India	Target PNP to promote specific young entrepreneurs

Commons issues cited in Sector Reports



Common Issues and Barriers cited in JIB Reports

	Forestry	Mining	LNG	Agri	Tour	Tech	Transp	IntEd	India
Skilled Labour	X	X	X			X	X	X	X
Infrastructure	X	X			X		X		
Taxes	X	X				X	X		
Regulatory	X	X	X		X				
Marketing				X	X		X	X	X
First Nations	X	X	X						
Port/Gateway		X			X		X		
Tenure	X	X	X						
Carbon Tax	X						X		



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Preliminary feedback from KPMG International Competitiveness Study (working draft)

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3 Sub-groups formed 6 weeks ago are on the right track

They will complete work by August 15th and incorporate KMPG findings



JIB - Cross Sectoral Themes Review	Barriers to Investment	Investment attraction and trade promotion	Competitiveness/ Manufacturing
Topics	Human Capital	Tax Policy	R&D
	First Nations	Investor programs	Productivity
	Permitting	Gateway	Clustering (CoE)
	Infrastructure	Tourism	IRB
Forestry	x	x	x
Mining	x	x	
Natural Gas	x		
Agrifoods	x		x
Transport/Aerospace	x	x	x
Tourism		x	
Technology/Green	x	x	x
Int. Education		x	x
Team (* lead)	Richard Dunn *	Paul Lee *	Ralph Nillson*
	Marcia Smith	Wendy Lisogar-Cocchia	Gerry Martin
	Hank Ketchum	Stockwell Day	Gary Kroeker
	Susan Spratt	Brian Fehr	ray Castelli
	Ellis Ross	Joseph Caron	Harry McWatters
	Kathy Butler	Kaity Arsoniadis-Stein	Frenny Bawa

Meeting summary



- We reviewed the Top 3 suggestions by industry with the Minister and his feedback indicated most of the initiatives were reasonable and asked for some clarification on a few. Some would require Finance approval which could delay them until Budget time.

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- We discussed the potential timing of our reporting, how we could help with the next phase, as well as possibility of issuing an interim report as early as August 30th

Next steps and Proposed Game Plan



- **July 23** – RC and JTI staff will begin drafting of a JIB “Interim Report” – due August 30th. Interim Report will be a “flash preview” and will focus on the Top 3 recommendations. RC to collaborate with Marcia Smith and JTI staff on Communications Plan
- **August 1** – deadline to get final versions of KPMG study and Natural Resources (Reder) Study to members of JIB for review and validation
- **August 9** – first draft of BCJIB Interim Report sent to members for comments and drafting input
- **August 15** – deadline for drafting input (including any new input from 3 Cross-Sector Teams).
- **August 20** – Prepare penultimate draft – sent to JIB Members
- **August 22** – JIB Conference Call – to review and sign off Interim Report
- **August 30** – Release of BCJIB Interim Report
- **Sept/Oct** - Teams re-assigned to focus on elements arising from next phase of Jobs Plan
- **Late Nov** – Release Final Report (feed into Throne Speech and 2013 Budget processes)



THE BC JOBS PLAN

British Columbia **Jobs and Investment** Board

Agenda

November 20, 2012

Location: Executive Boardroom,
Suite 730-999 Canada Place, Vancouver BC

Conference call: s15
Access code participant: s15

Time	Item	Lead
9:00	Welcome/Introduction	Ray Castelli
9:30	Opening Remarks from the Minister	Minister Pat Bell
10:00	Debrief on Action Plan for 33 recommendations	Dave Byng
10:30	Natural Resource Subcommittee Barriers to Investment Study	Richard Dunn
11:00	KPMG Investment Competitiveness Study	Giles Newman
11:30	Themes and messaging for final report	Ray Castelli
12:00	Next Steps (working lunch)	Ray Castelli Shanna Mason
1:00	Closing	

Invitees

Pat Bell: Minister of Jobs, Tourism and Innovation

Ray Castelli: BCJIB Chair, Weatherhaven CEO

Ellis Ross: ABIC Chair/ Chief Councillor, Haisla First Nation

Kaity Arsoniadis-Stein: President, International Ship-owners Alliance of Canada, Inc.

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Ralph Nilson: President & Vice-Chancellor, Vancouver Island University

Marcia Smith: Senior Vice President, Teck

Susan Spratt: Area Director, Canadian Auto Workers

Ministry of Jobs, Tourism and Skills Training

Dave Byng, Deputy Minister

Shanna Mason, Assistant Deputy Minister, Economic Development Division

Glen Scobie, Director, Corporate Initiatives