

**Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Thursday, September 13, 2012 4:22 PM  
**To:** Matisz, Gregory E JTST:EX  
**Subject:** FW: Hiring and wage freeze

Sorry Greg...just got this after I sent to you. Pls delete

---

**From:** Farkas, George CSCD:EX  
**Sent:** Thursday, September 13, 2012 4:16 PM  
**To:** Farkas, George CSCD:EX; Byng, Dave A JTI:EX; Baskerville, Shannon JTI:EX; Sen, Shom JTI:EX; Mackay, Grant JTI:EX; Turner, Shauna JTI:EX; Mason, Shanna JTI:EX; Hughes, Trevor LBR:EX  
**Cc:** Yelovatz, Maureen JTI:EX; Postings, Shelaina CSCD:EX; Russell, Kim CSCD:EX  
**Subject:** RE: Hiring and wage freeze

Please make sure this document does not get distributed further. Thank you.

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**From:** Farkas, George CSCD:EX  
**Sent:** Thursday, September 13, 2012 1:24 PM  
**To:** Byng, Dave A JTI:EX; Baskerville, Shannon JTI:EX; Sen, Shom JTI:EX; Mackay, Grant JTI:EX; Turner, Shauna JTI:EX; Mason, Shanna JTI:EX; Hughes, Trevor LBR:EX  
**Cc:** Yelovatz, Maureen JTI:EX; Postings, Shelaina CSCD:EX; Russell, Kim CSCD:EX  
**Subject:** Hiring and wage freeze  
**Importance:** High

Dave/Colleagues

Please find attached information on today's hiring and wage freeze announcement. **The freeze is effective immediately.** Please read the Q and A carefully and feel free to call me directly if you have any questions. I'm in contact with the PSA and will send out further information as it becomes available.

<< File: QA\_bargaining-hiring-wages\_11Sep12.docx >>

## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Tuesday, October 30, 2012 4:32 PM  
**To:** Nicholas, Michael JTST:EX; Adam, Marina JTST:EX; Buttner, Klaus JTST:EX; Ewert-Johns, Marcus JTST:EX; Little, Christine JTST:EX  
**Cc:** Bubrick, Elaine JTST:EX  
**Subject:** RE: India event

Please treat the prior note as transitory...

**Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Tuesday, November 29, 2011 1:59 PM  
**To:** Ewert-Johns, Marcus JTST:EX; Heiman, Carolyn GCPE:EX  
**Subject:** RE: KMs.docx

Pls treat as transitory

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**From:** Ewert-Johns, Marcus JTI:EX  
**Sent:** Tuesday, November 29, 2011 1:55 PM  
**To:** Heiman, Carolyn GCPE:EX; Sen, Shom JTI:EX  
**Subject:** KMs.docx

<< File: KMs.docx >>  
My tweaks

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Tuesday, November 22, 2011 2:46 PM  
**To:** Matisz, Gregory E JTST:EX; Ewert-Johns, Marcus JTST:EX  
**Cc:** Stevens, Janice JTST:EX  
**Subject:** RE: Mission Costs

Pls treat all of these emails and follow-ups as transitory...

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**From:** Matisz, Gregory E JTI:EX  
**Sent:** Tuesday, November 22, 2011 2:40 PM  
**To:** Ewert-Johns, Marcus JTI:EX  
**Cc:** Sen, Shom JTI:EX; Stevens, Janice JTI:EX  
**Subject:** Mission Costs

### **CONFIDENTIAL**

Marcus,

Updated spreadsheet from our meeting this morning.

S13, S17

s13, s17

<< File: Working Copy Mission Nov 22 Updated from meeting.xlsx >>

### **Gregory Matisz**

Director | International Operations and Logistics

International Trade and Investment Attraction Division  
Ministry of Jobs, Tourism, and Innovation  
301-865 Hornby Street | Vancouver, BC V6Z 2G3  
Tel: 604-660-5899 | Cell: s17 | Fax: 604-660-2520



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## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Tuesday, November 29, 2011 1:04 PM  
**To:** Ewert-Johns, Marcus JTST:EX; Irwin, Paul JTST:EX; Nicholas, Michael JTST:EX; Han, Henry JTST:EX; Sawchuk, Richard JTST:EX; Cagic, Nina JTST:EX; Yung, Philip JTST:EX; Matisz, Gregory E JTST:EX  
**Cc:** Yang-Mason, Gloria JTST:EX; Bubrick, Elaine JTST:EX  
**Subject:** International Office Slides - Strictly Confidential - Pls do not circulate  
**Importance:** High

As promised

Would appreciate if you would pls delete other document sent earlier and shred the hard copy, after you have provided any feedback to Gloria.

Pls also ensure sectors/cities for China/India correspond to mission report.

Thx  
Shom



International  
Offices.pptx

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Monday, December 5, 2011 10:02 AM  
**To:** Matisz, Gregory E JTST:EX; Ewert-Johns, Marcus JTST:EX; Stevens, Janice JTST:EX; Michon, Steven R JTST:EX  
**Cc:** Little, Christine JTST:EX  
**Subject:** RE: Rush: Number breakdown

Pls treat this last email and all associated as transitory.

Dana wanted a very high level breakdown:

s13

Marcus, did you discuss with Greg. Pls see my note below - "high level....pls review with Marcus first". Call me

-----Original Message-----

**From:** Matisz, Gregory E JTI:EX  
**Sent:** Monday, December 5, 2011 9:43 AM  
**To:** Sen, Shom JTI:EX; Ewert-Johns, Marcus JTI:EX; Stevens, Janice JTI:EX; Michon, Steven R JTI:EX  
**Cc:** Little, Christine JTI:EX  
**Subject:** RE: Rush: Number breakdown

Here is the breakdown by cosy type within each category.

Regards,  
Greg

-----Original Message-----

**From:** Sen, Shom JTI:EX  
**Sent:** Monday, December 5, 2011 9:33 AM  
**To:** Ewert-Johns, Marcus JTI:EX; Matisz, Gregory E JTI:EX; Stevens, Janice JTI:EX; Michon, Steven R JTI:EX  
**Cc:** Little, Christine JTI:EX  
**Subject:** RE: Rush: Number breakdown

Should be at a very high level - pls review with Marcus first.

-----Original Message-----

**From:** Ewert-Johns, Marcus JTI:EX  
**Sent:** Monday, December 5, 2011 9:31 AM  
**To:** Matisz, Gregory E JTI:EX; Stevens, Janice JTI:EX; Michon, Steven R JTI:EX  
**Cc:** Little, Christine JTI:EX; Sen, Shom JTI:EX  
**Subject:** Rush: Number breakdown

Can someone acknowledge that they are  
needs for her 10am.

s13

to Dana as requested? She

Haven't heard back from anyone so want to know this is in progress.

## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Thursday, November 24, 2011 4:34 PM  
**To:** Matisz, Gregory E JTST:EX; Gossen, Kelly L JTST:EX  
**Cc:** Ewert-Johns, Marcus JTST:EX; Bubrick, Elaine JTST:EX  
**Subject:** RE: New FOI Request: Media Applicant - JTI-2011-00140 (All records-cost of Trade Mission)

Suggest Marcus, Kelly and Annette discuss in person tomorrow to finalize. Pls treat all emails re this as transitory.

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**From:** Matisz, Gregory E JTI:EX  
**Sent:** Thursday, November 24, 2011 4:28 PM  
**To:** Sen, Shom JTI:EX; Gossen, Kelly L JTI:EX  
**Cc:** Ewert-Johns, Marcus JTI:EX; Bubrick, Elaine JTI:EX  
**Subject:** RE: New FOI Request: Media Applicant - JTI-2011-00140 (All records-cost of Trade Mission)

We have "the spreadsheet"

s13

Regards,  
Greg

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**From:** Sen, Shom JTI:EX  
**Sent:** Thursday, November 24, 2011 4:09 PM  
**To:** Matisz, Gregory E JTI:EX; Gossen, Kelly L JTI:EX  
**Cc:** Ewert-Johns, Marcus JTI:EX; Bubrick, Elaine JTI:EX  
**Subject:** FW: New FOI Request: Media Applicant - JTI-2011-00140 (All records-cost of Trade Mission)

May need your help.

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**From:** Leduc, Danine CSCD:EX  
**Sent:** Thursday, November 24, 2011 3:56 PM  
**To:** Sen, Shom JTI:EX; Ewert-Johns, Marcus JTI:EX; Yelovatz, Maureen JTI:EX  
**Cc:** Bubrick, Elaine JTI:EX; Leung, Jennifer JTI:EX; Jacobs, Murray JTI:EX  
**Subject:** New FOI Request: Media Applicant - JTI-2011-00140 (All records-cost of Trade Mission)

Good Afternoon;

The ministry has received a cross-government request from the media for:

*"All records, including ministerial briefings, emails, spreadsheets and datebook entries related to the cost of the most recent province-led trade mission to China and India. Please include costs related to accommodations, meal and travel, and any costs related to the planning of the trip."*

FLNRO, Health, Office of the Premier and GCPE also received this request.  
Please note that records relating to MINISTERIAL TRAVEL will be provided by Ministry of Finance.

Please forward the records to me electronically, if possible, by December 2<sup>nd</sup>.  
If you have any questions, please call me.  
Thank you,  
Danine

Danine Leduc  
Manager, Crowns & Strategic Initiatives

Ministry of Community, Sport and Cultural Development  
Ministry of Jobs, Tourism and Innovation

Tel: (250) 387-8728                      Fax: (250) 387-8038  
E-mail: [Danine.Leduc@gov.bc.ca](mailto:Danine.Leduc@gov.bc.ca)



## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Thursday, September 20, 2012 1:35 PM  
**To:** Matisz, Gregory E JTST:EX; DeWith, Peter JTST:EX; Machan, Troy JTST:EX; Track, Michael J JTST:EX; Yung, Philip JTST:EX; Taylor, Nancy JTST:EX; Krieger, Brian JTST:EX  
**Cc:** Anastasiadis, Katerina JTST:EX  
**Subject:** RE: URGENT FW: Figure re investment attraction

Transitory, including all preceding emails

I just managed to get a hold of Hayden

s13

Katerina, pls book a meeting tomorrow for 15 min around 11:15 for Peter, Troy, Philip and I to discuss...will need a conf call number

GCPE needs the info definitely by tomorrow. I can explain further in person.

Thx  
Shom

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**From:** Sen, Shom JTI:EX  
**Sent:** Thursday, September 20, 2012 1:25 PM  
**To:** Matisz, Gregory E JTI:EX; DeWith, Peter JTI:EX; Machan, Troy JTI:EX; Track, Michael J JTI:EX; Yung, Philip JTI:EX; Taylor, Nancy JTI:EX; Krieger, Brian JTI:EX  
**Cc:** Anastasiadis, Katerina JTI:EX  
**Subject:** URGENT FW: Figure re investment attraction  
**Importance:** High

Don't recall whom I sent this to, but am sure it included some of you. Can you (or a subset of the team) please get together to be able to provide a breakdown. I will need something by tomorrow unfortunately (Its good we had our preliminary budget meeting today). Troy (I know you weren't involved, but since you are acting and have the international offices), could I please ask you to call Hayden with Greg or Peter to more specifically understand the request.

S13

Regards  
Shom

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Tuesday, November 29, 2011 3:34 PM  
**To:** Little, Christine JTST:EX; Han, Henry JTST:EX; Matisz, Gregory E JTST:EX; Nicholas, Michael JTST:EX; Irwin, Paul JTST:EX; Ewert-Johns, Marcus JTST:EX  
**Subject:** TRANSITORY Re: 2011 Mission Trip Report Nov 29 V1

Pls treat Christine's email and my response as transitory

Release is for whatever was publicly committed to (eg itinerary and outcomes). Don't know if DM wishes to release the summary report (the body) as it would be helpful to give some context -

S13

s13

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**From:** Little, Christine JTI:EX  
**Sent:** Tuesday, November 29, 2011 03:16 PM  
**To:** Sen, Shom JTI:EX; Han, Henry JTI:EX; Matisz, Gregory E JTI:EX; Nicholas, Michael JTI:EX; Irwin, Paul JTI:EX; Ewert-Johns, Marcus JTI:EX  
**Subject:** RE: 2011 Mission Trip Report Nov 29 V1

Hi Shom – can I get a little clarity:

1. Is the plan to release this entire report or just (1) the itinerary and (2) the list of MOUs/deals as was committed publicly by the Premier?
2. If the plan is to release the entire report, I have a concern about the delegation lists. We don't necessarily have permission to release everyone's names – in the past news conferences only company/organization names were listed. At the very least all of the organizations should be given a heads up/link to the site when the information is posted?
3. Agree with Shom that the next steps shouldn't be released – at the very least it tells all of our competitors what we are up to.
- 4.

s13

Will get you another version of the report and a second public version pending your clarity on above. Paul is currently going through the MOU section.

Christine Little, BA, MA Econ  
International Trade and Investment Attraction  
Ministry of Jobs, Tourism and Innovation  
3rd Floor, 1803 Douglas Street  
Victoria, BC

Phone: 250-953-3479

Mobile: s17

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Monday, February 27, 2012 10:55 AM  
**To:** Ewert-Johns, Marcus JTST:EX; Irwin, Paul JTST:EX  
**Subject:** Update

### Transitory

Just finished the meeting and providing an update:

- Started by providing an overview of the purpose, the options and the pros/cons of each
  - Concern re May was that it was around Premier's Estimates
  - I noted that April timing is tight and that May would allow us to have more time to book meetings, as well as to have another full day on the ground
  - It was mentioned that it would be a challenge for Dana to go in May
  - PCC noted that it was also a shorter schedule so should be easier to execute
- s13
- Final decision was:
    - April timing, Option 1 (Wed late afternoon departure to Seoul) – to stakeholders, it would be presented as Mon/Tues/Wed in Tokyo, Thurs/Fri in Seoul
    - Manila – stay overnight; build in cultural component
  - Question re media attendance
  - Have to revert with a more detailed itinerary by next Monday (Dimitri would like to see something this week)

Suggest we expand the project team asap – include Christine, Greg, Kelly and others – need to start weekly meetings.

Regards  
Shom

**Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Wednesday, March 2, 2011 11:03 AM  
**To:** Ewert-Johns, Marcus JTST:EX  
**Subject:** FW: Hopefully this works  
**Attachments:** PPT\_TradeStrategy\_July9.pdf; ATT00001.txt

Transitory...

Marcus...for your eyes only. Pls do not forward. Would appreciate if you could pls incorporate any points into your mission binder.

Thanks  
Shom

-----Original Message-----

**From:** Brown, D. Martyn TTI:EX  
**Sent:** Tuesday, March 1, 2011 3:25 PM  
**To:** Sen, Shom TTI:EX  
**Subject:** Hopefully this works

## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Friday, February 25, 2011 5:32 PM  
**To:** Wada, Leslie M JTST:EX  
**Subject:** FW: ITIS - Goals / Strategies / Objectives  
**Attachments:** MASTER SWOT Feb 25 at 4pm Final.docx

Pls treat as transitory...

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**From:** Carter, Chris A TTI:EX  
**Sent:** Friday, February 25, 2011 4:06 PM  
**To:** Ewert-Johns, Marcus TTI:EX; Track, Michael J TTI:EX; Krieger, Brian TTI:EX; Matisz, Gregory E TTI:EX; Irwin, Paul TTI:EX; Han, Henry TTI:EX; Machan, Troy TTI:EX; Yang-Mason, Gloria TTI:EX; Greenwood, Gail TTI:EX; Taylor, Nancy TTI:EX; Yung, Philip TTI:EX; Nicholas, Michael TTI:EX; White, Don D TTI:EX; Haney, Donald IGRS:EX; Elangovan, Joan TTI:EX; Maranda, Pierrette IGRS:EX  
**Cc:** Yang-Mason, Gloria TTI:EX; Little, Christine TTI:EX; Bubrick, Elaine TTI:EX; Hortsing, Zosia TTI:EX; Eidsness, Greg TTI:EX; Little, Christine TTI:EX; Grguric, Tajinder TTI:EX; Papadakos, Caterina TTI:EX; Brubacher, Kelly IGRS:EX; Sen, Shom TTI:EX  
**Subject:** RE: ITIS - Goals / Strategies / Objectives

Colleagues,

Attached is a sector SWOT analysis to inform your thinking and conversations around goals.

Credit to the authors – Gloria Yang-Mason, Andrew Lambert, Tajinder Grguric.

Regards,

Chris

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**From:** Carter, Chris A TTI:EX  
**Sent:** Thursday, February 24, 2011 10:42 PM  
**To:** Ewert-Johns, Marcus TTI:EX; Track, Michael J TTI:EX; Krieger, Brian TTI:EX; Matisz, Gregory E TTI:EX; Irwin, Paul TTI:EX; Han, Henry TTI:EX; Machan, Troy TTI:EX; Yang-Mason, Gloria TTI:EX; Greenwood, Gail TTI:EX; Taylor, Nancy TTI:EX; Yung, Philip TTI:EX; Nicholas, Michael TTI:EX; White, Don D TTI:EX; Haney, Donald IGRS:EX; Elangovan, Joan TTI:EX; Maranda, Pierrette IGRS:EX  
**Cc:** Yang-Mason, Gloria TTI:EX; Little, Christine TTI:EX; Bubrick, Elaine TTI:EX; Hortsing, Zosia TTI:EX; Eidsness, Greg TTI:EX; Little, Christine TTI:EX; Grguric, Tajinder TTI:EX; Papadakos, Caterina TTI:EX; Brubacher, Kelly IGRS:EX; Sen, Shom TTI:EX  
**Subject:** ITIS - Goals / Strategies / Objectives  
**Importance:** High

Colleagues,

We are at an exciting juncture where we translate the top-down process into concrete initiatives for TTI and government more broadly.

Tourism has approached this exercise by assigning leads and groups to work on the objectives and strategies that underpin goals. We would like to replicate this approach on the trade and investment side of the ministry, the merits being that it encourages ownership of the ITIS, draws on our vast reservoirs of expertise and experience, and encourages staff participation.

With your assistance, we hope to be in a position to discuss initial “straw dog” strategies and objectives at our meeting next Wednesday.

I know this is a lengthy note so please give myself or Shom a call in the coming days with any questions or concerns.

## **TEAMS TO POPULATE GOALS**

Attached is a list of proposed leads for the various goals under the ITIS (1) plus an updated framework from our meeting on Wednesday (2).

We have tried to attach members of the leadership team to goals that most closely relate to your work and interests whilst also ensuring an even spread. The idea is that the first person named is lead and holds the pen. We’ve also highlighted where the same group of people are working on different goals to highlight opportunities for synergy. Please let Shom and myself know if you have significant issues with the goal you have been assigned or alternative suggestions.

I would ask all leads to reach out to staff from across the division that you know have an interest and could add value to discussion of your goals.

Attached is a blank spreadsheet to add content to your goals (3). The document is based on tourism’s approach and at this stage, there’s no single right way to populate it. To stimulate thinking, I’ve included some sample language under the market development goal and attached an example of how tourism has approached one of its goals (4). At this stage, please focus on a rationale for the entire goal (as below) rather than the rationale column in the spreadsheet.

## **RATIONALE FOR GOALS**

We would appreciate a punchy paragraph or two from each team on the reasons for the goal in the context of the ITIS. You can forward the rationale in any format (spreadsheet, e-mail, word).

Please draw off discussions at the ITIS leadership team meetings and any other materials you think are relevant. For reference and to stimulate thinking, attached is our high level forces driving change document (5).

## **CAN WE WORDSMITH THE GOALS ?**

I’m hoping we can sensibly populate all our goals as they are currently framed, but if you encounter irresolvable tension between strategies and the way goals are framed, please propose some alternative wording.

As input is received, we may see overlap that demands a re-examination of goals at the leadership table.

## **WHAT IF THE GOAL RESTS MORE PROPERLY WITHIN ANOTHER MINISTRY (E.G. FOR, TRAN ETC) ?**

Please suggest a holding response for strategies and objectives along the lines of, for example, “TRAN to undertake Pacific Gateway 2.0 process to improve transport corridor efficiency”. To repeat, this is just an example. The more ideas we have on approaches to this question the better. A consistent approach is warranted and we can discuss that approach on Wednesday.

We will still need a rationale for these goals even if we are deferring to other ministries.

## **TIMEFRAME**

Could you please send your populated spreadsheet and rationale for goals to me by 12:00pm next Tuesday (1<sup>st</sup> March). The timing is aimed at giving the team a chance to bring all goals together and identify overlap etc before our meeting on Wednesday morning, where we hope to maintain the momentum of this week.

Again, please give myself or Shom a call with any questions or concerns.

This note is transitory in nature and not for further circulation.

Thanks,

Chris

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Wednesday, February 29, 2012 5:57 AM  
**To:** White, Don D JTST:EX  
**Subject:** Fw: Minutes  
**Attachments:** 20120228141331.pdf

Transitory...

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**From:** Yelovatz, Maureen JTI:EX  
**Sent:** Tuesday, February 28, 2012 02:15 PM  
**To:** Sen, Shom JTI:EX; Bubrick, Elaine JTI:EX  
**Subject:** Minutes

<<20120228141331.pdf>>

**Maureen Yelovatz**

Director

Executive Operations

Office of the Deputy Minister

Ministry of Jobs, Tourism and Innovation

Phone: 250-952-0104

Fax: 250-356-1195



## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Thursday, May 27, 2010 10:21 PM  
**To:** Yang-Mason, Gloria JTST:EX  
**Subject:** Cab Sub, TB Sub - Transitory

**Importance:** High

Confidential & Transitory

Gloria

Some quick feedback. Sorry I can't speak to you in person..

S22

Important to turn the Minor TB around quickly (with very minor changes), but Cab Sub delayed. See comments below

### Cab Sub

Delayed until September. A couple of initial inputs – more to come, but no need to worry right now about the Cab Sub

s13, s17

### Minor TB Sub

s13, s17

s13, s17

Other than that, no comments...so quite easy changes. Could you pls send a revised version end of day tomorrow?

Unfortunately I may need a bit of your help next week, until MIB signs.

Thanks  
Shom

## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Saturday, March 24, 2012 7:31 PM  
**To:** Hayden, Dana JTST:EX  
**Cc:** Taylor, Nancy JTST:EX; Yelovatz, Maureen JTST:EX; Fekete, Renee JTST:EX; Bubrick, Elaine JTST:EX  
**Subject:** Campaign

Transitory

Dana

As you know, we will have a meeting on the ad campaign. Nancy has outlined the purpose of the meeting below and some key meeting points you may wish to consider.

Hope this helps.

Regards  
Shom

### **Meeting with GCPE and Cossette/Optimum/Dare (Agency of record for advertising and public relations)**

**Monday March 26, 1-3 pm, BR 8036**

Attendees:

Dana Hayden, ADM, JTI  
David Brodie, Vice-President, Western Canada, Citizen Optimum  
John Hall, Senior Vice-President, Dare  
Josh Tebbutt, Vice-President, Jungle Media  
John Paul Fraser, ADM, GCPE  
Mary Dila, Executive Director, GCPE  
Shom Sen  
Nancy Taylor

#### **PURPOSE OF THE MEETING:**

- To review the strategic approach
- To confirm strategic direction and proposed tactical options
- To confirm timelines and notional budget allocations
- To confirm roles, responsibilities and accountabilities

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#### **KEY MEETING POINTS:**

- The strategic direction and proposed tactics should focus on key Jobs Plan investment targets and sector priorities. General business awareness messaging should only form a small part of the media buys and creative focus.

- A Japan market test will help confirm the validity and value of our approach and capacity to implement, particularly with respect to lead generation and follow-up. We can use the lessons learned from Japan <sup>s13</sup> for developing September campaigns for China and Korea. Opportunities that may arise from the Premier's mission to Korea can be advanced if necessary.
- The office opening in Mumbai is an appropriate event to test that market.
- Once the budget has been finalized for the three top target markets, the financial centres and US options can be evaluated.
- GCPE holds the advertising dollars and is, therefore the lead on this project. As such, we expect GCPE is responsible for directing Cossette's activities and accountable for contract deliverables.
- JTI/ITIA's role is to provide business development intelligence for media, public relations and digital activation components, to input on content and key messaging, and website support within budget and technical parameters. JTI and TIRs are also responsible for follow-up on leads generated.
- We expect JTI/ITIA and GCPE will jointly assess progress against project performance indicators and make adjustments as required.

## Lebrun, Matthew JTST:EX

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**From:** Byng, Dave A JTST:EX  
**Sent:** Sunday, November 4, 2012 7:04 AM  
**To:** Sen, Shom JTST:EX  
**Subject:** Re: A Question

Thanks for the follow up Shom.

Sent from my iPad

On 2012-11-02, at 5:30 PM, "Sen, Shom JTST:EX" <[Shom.Sen@gov.bc.ca](mailto:Shom.Sen@gov.bc.ca)> wrote:

Hi Dave

FYI...we have legal support as per Vera's note...

Shom

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**From:** Sit, Vera JTST:EX  
**Sent:** Friday, November 2, 2012 5:24 PM  
**To:** Sen, Shom JTST:EX; Mackay, Grant JTST:EX  
**Subject:** RE: A Question

Hi Shom,

We work with both our contract manager and legal counsel from MAG on the agreement.

s13

Regards,

**Vera Sit**  
Executive Director, Strategic Initiatives  
Economic Development Division  
Ministry of Jobs, Tourism, and Skills Training  
New Phone Number: 250-387-6061

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**From:** Sen, Shom JTST:EX  
**Sent:** Friday, November 2, 2012 5:18 PM  
**To:** Mackay, Grant JTST:EX; Sit, Vera JTST:EX  
**Subject:** A Question

Transitory

Hi Grant/Vera

s13

S13

Do we have

legal counsel representing our side in the negotiations?

Regards

Shom

## Lebrun, Matthew JTST:EX

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**From:** Taylor, Nancy JTST:EX  
**Sent:** Monday, March 26, 2012 11:45 AM  
**To:** Sen, Shom JTST:EX  
**Subject:** Re: Campaign

JP confirmed it is STOB 67

s13

S13

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**From:** Taylor, Nancy JTI:EX  
**Sent:** Monday, March 26, 2012 11:19 AM  
**To:** Sen, Shom JTI:EX  
**Subject:** Fw: Campaign

I will check again but we do not control STOB 67 dollars.

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**From:** Hayden, Dana JTI:EX  
**Sent:** Monday, March 26, 2012 11:15 AM  
**To:** Sen, Shom JTI:EX  
**Cc:** Taylor, Nancy JTI:EX; Yelovatz, Maureen JTI:EX; Fekete, Renee JTI:EX; Bubrick, Elaine JTI:EX  
**Subject:** RE: Campaign

s13

Dana Hayden  
Deputy Minister

Ministry of Jobs, Tourism and Innovation

250 952-0103

---

**From:** Sen, Shom JTI:EX  
**Sent:** Saturday, March 24, 2012 7:31 PM  
**To:** Hayden, Dana JTI:EX  
**Cc:** Taylor, Nancy JTI:EX; Yelovatz, Maureen JTI:EX; Fekete, Renee JTI:EX; Bubrick, Elaine JTI:EX  
**Subject:** Campaign

Transitory

Dana

As you know, we will have a meeting on the ad campaign. Nancy has outlined the purpose of the meeting below and some key meeting points you may wish to consider.

Hope this helps.

Regards

Shom

**Meeting with GCPE and Cossette/Optimum/Dare (Agency of record for advertising and public relations)**

**Monday March 26, 1-3 pm, BR 8036**

**Attendees:**

Dana Hayden, ADM, JTI

David Brodie, Vice-President, Western Canada, Citizen Optimum

John Hall, Senior Vice-President, Dare

Josh Tebbutt, Vice-President, Jungle Media

John Paul Fraser, ADM, GCPE

Mary Dila, Executive Director, GCPE

Shom Sen

Nancy Taylor

**PURPOSE OF THE MEETING:**

- To review the strategic approach s13  
s13
- To confirm strategic direction and proposed tactical options
- To confirm timelines and notional budget allocations
- To confirm roles, responsibilities and accountabilities

**KEY MEETING POINTS:**

- The strategic direction and proposed tactics should focus on key Jobs Plan investment targets and sector priorities. General business awareness messaging should only form a small part of the media buys and creative focus.
- A Japan market test will help confirm the validity and value of our approach and capacity to implement, particularly with respect to lead generation and follow-up. We can use the lessons learned from Japan s13 for developing September campaigns for China and Korea. Opportunities that may arise from the Premier's mission to Korea can be advanced if necessary.



- The office opening in Mumbai is an appropriate event to test that market.
- Once the budget has been finalized for the three top target markets, the financial centres and US options can be evaluated.
- GCPE holds the advertising dollars and is, therefore the lead on this project. As such, we expect GCPE is responsible for directing Cossette's activities and accountable for contract deliverables.
- JTI/ITIA's role is to provide business development intelligence for media, public relations and digital activation components, to input on content and key messaging, and website support within budget and technical parameters. JTI and TIRs are also responsible for follow-up on leads generated.
- We expect JTI/ITIA and GCPE will jointly assess progress against project performance indicators and make adjustments as required.

## Lebrun, Matthew JTST:EX

---

**From:** Sen, Shom JTST:EX  
**Sent:** Friday, February 25, 2011 5:40 PM  
**To:** Carter, Chris A TTI:EX; Ewert-Johns, Marcus JTST:EX; Track, Michael J. JTST:EX; Krieger, Brian JTST:EX; Matisz, Gregory E JTST:EX; Irwin, Paul JTST:EX; Han, Henry JTST:EX; Machan, Troy JTST:EX; Yang-Mason, Gloria JTST:EX; Greenwood, Gail JTST:EX; Taylor, Nancy JTST:EX; Yung, Philip JTST:EX; Nicholas, Michael JTST:EX; White, Don D JTST:EX; Haney, Donald IGRS:EX; Elangovan, Joan TTI:EX; Maranda, Pierrette IGRS:EX  
**Cc:** Yang-Mason, Gloria JTST:EX; Little, Christine JTST:EX; Bubrick, Elaine JTST:EX; Hortsing, Zosia JTST:EX; Eidsness, Greg JTST:EX; Little, Christine JTST:EX; Grguric, Tajinder TTI:EX; Papadakos, Caterina TTI:EX; Brubacher, Kelly IGRS:EX  
**Subject:** RE: ITIS - Goals / Strategies / Objectives

Also wanted to thank Gloria, Andrew and Taji – they have done a huge amount of work in a very short time and I am highly appreciative. The information should be helpful in determining what strategies might be effective in driving various sectors, as well as determining the role our ministry should play.

Please also note that this is a transitory document, used simply for internal purposes.

Thanks  
Shom

---

**From:** Carter, Chris A TTI:EX  
**Sent:** Friday, February 25, 2011 4:06 PM  
**To:** Ewert-Johns, Marcus TTI:EX; Track, Michael J TTI:EX; Krieger, Brian TTI:EX; Matisz, Gregory E TTI:EX; Irwin, Paul TTI:EX; Han, Henry TTI:EX; Machan, Troy TTI:EX; Yang-Mason, Gloria TTI:EX; Greenwood, Gail TTI:EX; Taylor, Nancy TTI:EX; Yung, Philip TTI:EX; Nicholas, Michael TTI:EX; White, Don D TTI:EX; Haney, Donald IGRS:EX; Elangovan, Joan TTI:EX; Maranda, Pierrette IGRS:EX  
**Cc:** Yang-Mason, Gloria TTI:EX; Little, Christine TTI:EX; Bubrick, Elaine TTI:EX; Hortsing, Zosia TTI:EX; Eidsness, Greg TTI:EX; Little, Christine TTI:EX; Grguric, Tajinder TTI:EX; Papadakos, Caterina TTI:EX; Brubacher, Kelly IGRS:EX; Sen, Shom TTI:EX  
**Subject:** RE: ITIS - Goals / Strategies / Objectives

Colleagues,

Attached is a sector SWOT analysis to inform your thinking and conversations around goals.

Credit to the authors – Gloria Yang-Mason, Andrew Lambert, Tajinder Grguric.

Regards,

Chris

---

**From:** Carter, Chris A TTI:EX  
**Sent:** Thursday, February 24, 2011 10:42 PM  
**To:** Ewert-Johns, Marcus TTI:EX; Track, Michael J TTI:EX; Krieger, Brian TTI:EX; Matisz, Gregory E TTI:EX; Irwin, Paul TTI:EX; Han, Henry TTI:EX; Machan, Troy TTI:EX; Yang-Mason, Gloria TTI:EX; Greenwood, Gail TTI:EX; Taylor, Nancy TTI:EX; Yung, Philip TTI:EX; Nicholas, Michael TTI:EX; White, Don D TTI:EX; Haney, Donald IGRS:EX; Elangovan, Joan TTI:EX; Maranda, Pierrette IGRS:EX  
**Cc:** Yang-Mason, Gloria TTI:EX; Little, Christine TTI:EX; Bubrick, Elaine TTI:EX; Hortsing, Zosia TTI:EX; Eidsness, Greg TTI:EX; Little, Christine TTI:EX; Grguric, Tajinder TTI:EX; Papadakos, Caterina TTI:EX; Brubacher, Kelly IGRS:EX; Sen, Shom TTI:EX

**Subject:** ITIS - Goals / Strategies / Objectives

**Importance:** High

Colleagues,

We are at an exciting juncture where we translate the top-down process into concrete initiatives for TTI and government more broadly.

Tourism has approached this exercise by assigning leads and groups to work on the objectives and strategies that underpin goals. We would like to replicate this approach on the trade and investment side of the ministry, the merits being that it encourages ownership of the ITIS, draws on our vast reservoirs of expertise and experience, and encourages staff participation.

With your assistance, we hope to be in a position to discuss initial "straw dog" strategies and objectives at our meeting next Wednesday.

I know this is a lengthy note so please give myself or Shom a call in the coming days with any questions or concerns.

### **TEAMS TO POPULATE GOALS**

Attached is a list of proposed leads for the various goals under the ITIS (1) plus an updated framework from our meeting on Wednesday (2).

We have tried to attach members of the leadership team to goals that most closely relate to your work and interests whilst also ensuring an even spread. The idea is that the first person named is lead and holds the pen. We've also highlighted where the same group of people are working on different goals to highlight opportunities for synergy. Please let Shom and myself know if you have significant issues with the goal you have been assigned or alternative suggestions.

I would ask all leads to reach out to staff from across the division that you know have an interest and could add value to discussion of your goals.

Attached is a blank spreadsheet to add content to your goals (3). The document is based on tourism's approach and at this stage, there's no single right way to populate it. To stimulate thinking, I've included some sample language under the market development goal and attached an example of how tourism has approached one of its goals (4). At this stage, please focus on a rationale for the entire goal (as below) rather than the rationale column in the spreadsheet.

### **RATIONALE FOR GOALS**

We would appreciate a punchy paragraph or two from each team on the reasons for the goal in the context of the ITIS. You can forward the rationale in any format (spreadsheet, e-mail, word).

Please draw off discussions at the ITIS leadership team meetings and any other materials you think are relevant. For reference and to stimulate thinking, attached is our high level forces driving change document (5).

### **CAN WE WORDSMITH THE GOALS ?**

I'm hoping we can sensibly populate all our goals as they are currently framed, but if you encounter irresolvable tension between strategies and the way goals are framed, please propose some alternative wording.

As input is received, we may see overlap that demands a re-examination of goals at the leadership table.

## **WHAT IF THE GOAL RESTS MORE PROPERLY WITHIN ANOTHER MINISTRY (E.G. FOR, TRAN ETC) ?**

Please suggest a holding response for strategies and objectives along the lines of, for example, "TRAN to undertake Pacific Gateway 2.0 process to improve transport corridor efficiency". To repeat, this is just an example. The more ideas we have on approaches to this question the better. A consistent approach is warranted and we can discuss that approach on Wednesday.

We will still need a rationale for these goals even if we are deferring to other ministries.

## **TIMEFRAME**

Could you please send your populated spreadsheet and rationale for goals to me by 12:00pm next Tuesday (1<sup>st</sup> March). The timing is aimed at giving the team a chance to bring all goals together and identify overlap etc before our meeting on Wednesday morning, where we hope to maintain the momentum of this week.

Again, please give myself or Shom a call with any questions or concerns.

This note is transitory in nature and not for further circulation.

Thanks,

Chris

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Friday, February 18, 2011 12:15 PM  
**To:** Little, Christine JTST:EX; Irwin, Paul JTST:EX; Track, Michael J. JTST:EX; Wada, Leslie M JTST:EX  
**Subject:** RE: ITQ for Japan Forum

Hi Christine....lets have an internal meeting on this Monday morning.

Thanks  
Shom

---

**From:** Little, Christine TTI:EX  
**Sent:** Friday, February 18, 2011 8:38 AM  
**To:** Sen, Shom TTI:EX; Irwin, Paul TTI:EX; Track, Michael J TTI:EX; Wada, Leslie M TTI:EX  
**Subject:** RE: ITQ for Japan Forum

Hi Shom

s13  
s13 Paul and I had a quick chat the other day and thought it might be a good idea to arrange a meeting for the Deputy to meet with the Japan Consul General. s13

I will ask Elaine if she can fit in any time on Monday?

Christine

---

**From:** Sen, Shom TTI:EX  
**Sent:** Friday, February 18, 2011 8:00 AM  
**To:** Irwin, Paul TTI:EX; Little, Christine TTI:EX; Track, Michael J TTI:EX; Wada, Leslie M TTI:EX  
**Subject:** FW: ITQ for Japan Forum

Pls treat as transitory

Please see note from DM below. Lets discuss. We need to select a lead. It has been Leslie for the Japan forum and Christine for the China one. OK for me to communicate that? Also pls see his comments re the companies.

---

**From:** Brown, D. Martyn TTI:EX  
**Sent:** Thursday, February 17, 2011 8:53 PM  
**To:** Sen, Shom TTI:EX  
**Subject:** Re: ITQ for Japan Forum

I'd prefer to do this by RFP, although do not want to send out the attached draft program/agenda, as it may well change substantially. s13

S13 Before advancing, lets settle on the right internal lead and a clear project team, with specified accountabilities and performance expectations, including in-market, for organization, attendance, execution, media relations and coverage, and follow--up, etc. S13

S13 The answer to that will determine the length, format and ultimately the budget and best contractor to deliver.

s13

Sent from my iPad

On 2011-02-16, at 8:15 AM, "Sen, Shom TTI:EX" <[Shom.Sen@gov.bc.ca](mailto:Shom.Sen@gov.bc.ca)> wrote:

Martyn

We wanted to follow up on our last meeting with respect to the BC Japan Signature Forum.

The Division met with Purchasing Services and the IGRS event team to discuss putting together Request for Qualification resulting in a list of qualified event management firms the Ministry could use for upcoming event like the BC Asia Forums and the COF community event. Purchasing Services advised that they are working with PAB to put together a Government-wide Corporate Supplier list of qualified event management firms,

S13

s17

s13

s13

Attached is the information we are planning to provide to the various event management companies:

Regards

Shom

<Japan Signature Summit - RFQ Letter Feb 11\_2011.dotx>

<2011 02 11 - BC Japan Signature Forum - Revised Program.docx>

## Lebrun, Matthew JTST:EX

---

**From:** Sen, Shom JTST:EX  
**Sent:** Monday, April 11, 2011 5:48 PM  
**To:** Ewert-Johns, Marcus JTST:EX; Yang-Mason, Gloria JTST:EX; Taylor, Nancy JTST:EX; Han, Henry JTST:EX; Irwin, Paul JTST:EX; Machan, Troy JTST:EX; Track, Michael J. JTST:EX; Nicholas, Michael JTST:EX  
**Cc:** Little, Christine JTST:EX; Carter, Chris A TTI:EX; Bubrick, Elaine JTST:EX  
**Subject:** s13, s17

Please again take note that this is sensitive Cabinet Confidential information. Pls only share in hard copy and treat as transitory.

Regards  
Shom

---

**From:** Little, Christine TTI:EX  
**Sent:** Monday, April 11, 2011 3:51 PM  
**To:** Ewert-Johns, Marcus TTI:EX; Yang-Mason, Gloria TTI:EX; Taylor, Nancy TTI:EX; Han, Henry TTI:EX; Irwin, Paul TTI:EX; Machan, Troy TTI:EX; Track, Michael J TTI:EX  
**Cc:** Carter, Chris A TTI:EX; Sen, Shom TTI:EX; Bubrick, Elaine TTI:EX  
**Subject:** s13, s17

>

s13, s17

Christine Little  
Trade and Investment Division  
Ministry of Jobs, Tourism and Innovation  
3rd Floor, 1803 Douglas Street  
Victoria, BC

Phone: 250-953-3479  
Mobile: s17



## **Lebrun, Matthew JTST:EX**

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**From:** Sen, Shom JTST:EX  
**Sent:** Thursday, January 12, 2012 8:22 PM  
**To:** Little, Christine JTST:EX; Matisz, Gregory E JTST:EX  
**Subject:** Re: Urgent: Jobs Plan will go to Full Treasury Board on January 19th

Great - many thanks Christine

---

**From:** Little, Christine JTI:EX  
**Sent:** Thursday, January 12, 2012 06:58 PM  
**To:** Sen, Shom JTI:EX; Matisz, Gregory E JTI:EX  
**Subject:** Re: Urgent: Jobs Plan will go to Full Treasury Board on January 19th

I'll get on it first thing tomorrow - Nancy is in transit back to Victoria this evening. I've got a TB. Sub from last fall that Gloria did that has results in it too, so that will be a good start.

---

**From:** Sen, Shom JTI:EX  
**Sent:** Thursday, January 12, 2012 05:40 PM  
**To:** Matisz, Gregory E JTI:EX; Little, Christine JTI:EX  
**Subject:** Fw: Urgent: Jobs Plan will go to Full Treasury Board on January 19th

Transitory and confidential  
Pls do not forward

s13

Regards  
Shom

---

**From:** Farkas, George CSCD:EX  
**Sent:** Thursday, January 12, 2012 05:17 PM  
**To:** Sen, Shom JTI:EX  
**Cc:** Jacobs, Murray JTI:EX; Campbell, Tracy JTI:EX  
**Subject:** FW: Urgent: Jobs Plan will go to Full Treasury Board on January 19th

Shom - Confidential but thought you needed a heads up on this.

---

**From:** Farkas, George CSCD:EX  
**Sent:** Thursday, January 12, 2012 5:13 PM  
**To:** Hayden, Dana JTI:EX  
**Cc:** Yelovatz, Maureen JTI:EX  
**Subject:** Urgent: Jobs Plan will go to Full Treasury Board on January 19th  
**Importance:** High

Dana

s12, s13, s17

s12, s13, s17

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Wednesday, October 20, 2010 10:18 AM  
**To:** Yang-Mason, Gloria JTST:EX  
**Subject:** transitory email

---

**From:** Fast, Don STED:EX  
**Sent:** Wednesday, October 20, 2010 7:27 AM  
**To:** Sen, Shom STED:EX  
**Cc:** Paulson, Aleesa STED:EX  
**Subject:** Confidential Strategic Advice for Ministers and Cabinet: urgent - due at noon today

Shom, the minister wants a letter from him to PGC of no more than 1-2 pages max to confirm the direction rec'd yesterday.

I have provided a first draft below. Feel free to edit and add or delete. Pls return it to me no later than 12:30 PM.

Aleesa, I hope to get it to you by 1 PM and you should then format and finalise to send it to the MO asap this afternoon. Pls do this and get it to the MO before joining the Exec mtg.

Dear Premier Campbell

s13

Regards, etc

## Lebrun, Matthew JTST:EX

---

**From:** Sen, Shom JTST:EX  
**Sent:** Wednesday, October 20, 2010 11:32 AM  
**To:** Yang-Mason, Gloria JTST:EX  
**Subject:** transitory email

**Importance:** High

Gloria

Can you pls do a red-lined version

Thx  
Shom

---

**From:** Fast, Don STED:EX  
**Sent:** Wednesday, October 20, 2010 11:31 AM  
**To:** Sen, Shom STED:EX  
**Cc:** Paulson, Aleesa STED:EX  
**Subject:** Re: MIB Letter

Pls modify the draft letter and send red line version to me. I will call the Consul General. Don

---

**From:** Sen, Shom STED:EX  
**Sent:** Wednesday, October 20, 2010 11:28 AM  
**To:** Fast, Don STED:EX  
**Subject:** MIB Letter

Don

Here are my thoughts:

Re the country summit in Japan, we should just invite the gov't level.

S13, S16

s13, s16

s13, s16

They

were wondering if it would be possible for you to speak to the Consul

s13, s16

s13, s16

If I recall, there was agreement to work with CME, so put in a line about that.

Also included a line about pre-identifying targets (if you recall, wanted us to identify top 10 companies)

S13, S16

Apologies, but I will be in another meeting for the next hour. The above are just suggestions...please feel free to change any way you feel is appropriate.

Regards

Shom

Dear Premier Campbell

s13

Regards, etc

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Sunday, September 2, 2012 5:33 PM  
**To:** Taylor, Nancy JTST:EX; Little, Christine JTST:EX; Lansdell, Hayden GCPE:EX  
**Cc:** Ewert-Johns, Marcus JTST:EX; Han, Henry JTST:EX; Perzoff, Lara GCPE:EX; Colbourne, Scott GPCE:EX  
**Subject:** Re: Premier at WEF material

Great...thanks  
Shom

---

**From:** Taylor, Nancy JTI:EX  
**Sent:** Sunday, September 02, 2012 04:57 PM  
**To:** Sen, Shom JTI:EX; Little, Christine JTI:EX; Lansdell, Hayden GCPE:EX  
**Cc:** Ewert-Johns, Marcus JTI:EX; Han, Henry JTI:EX; Perzoff, Lara GCPE:EX; Colbourne, Scott GPCE:EX  
**Subject:** RE: Premier at WEF material

s13

Thx  
Nancy

---

**From:** Sen, Shom JTI:EX  
**Sent:** Sat, September 1, 2012 9:09 AM  
**To:** Little, Christine JTI:EX; Lansdell, Hayden GCPE:EX  
**Cc:** Ewert-Johns, Marcus JTI:EX; Han, Henry JTI:EX; Perzoff, Lara GCPE:EX; Colbourne, Scott GPCE:EX; Taylor, Nancy JTI:EX  
**Subject:** RE: Premier at WEF material

Confidential and Transitory

Hi Hayden

Just a couple of comments from me:

- Assume all the facts re natural gas are being double checked with MEM
- In the NR, can the Premier's quote be built into the body...or is this the format that is being used?

s13

- "It's incumbent upon us, as government, to visit Hong Kong, to continue to visit China, and make sure they're aware of the tremendous opportunities available through trade and investment in B.C." Can we say why...something about China being one of our top export markets and Hong Kong being a strong potential source of investments.

S13

- "Hong Kong and China are two of our longest and strongest trading partners."

S13

S13



- “Hong Kong and China are two of our longest and strongest trading partners.”

s13

Thanks and regards  
Shom

---

**From:** Little, Christine JTI:EX  
**Sent:** Sat, September 1, 2012 7:26 AM  
**To:** Lansdell, Hayden GCPE:EX  
**Cc:** Sen, Shom JTI:EX; Ewert-Johns, Marcus JTI:EX; Han, Henry JTI:EX; Perzoff, Lara GCPE:EX; Colbourne, Scott GPCE:EX  
**Subject:** FW: Premier at WEF material

Some suggestions for the q and a's and the NR on the TIO.

---

**From:** Lansdell, Hayden GCPE:EX  
**Sent:** Fri, August 31, 2012 4:05 PM  
**To:** Sen, Shom JTI:EX; Ewert-Johns, Marcus JTI:EX; Little, Christine JTI:EX; Han, Henry JTI:EX  
**Cc:** Perzoff, Lara GCPE:EX; Colbourne, Scott GPCE:EX  
**Subject:** Premier at WEF material

Shom et al.,

First set of documents for review and approval – NRs for HK and WEF, overarching QAs and KMs for the trip, and the IB for media. Still to come is an op-ed for the TIO and KM documents for each day.

We do not plan a return event due to fact that it would compete with the quarterly financial report on that day.

Hayden

## Lebrun, Matthew JTST:EX

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**From:** Sen, Shom JTST:EX  
**Sent:** Friday, October 5, 2012 11:27 AM  
**To:** Nicholas, Michael JTST:EX; Little, Christine JTST:EX  
**Cc:** Ewert-Johns, Marcus JTST:EX  
**Subject:** Re: Bollywood

This email should be transitory

----- Original Message -----

**From:** Nicholas, Michael JTST:EX  
**Sent:** Friday, October 05, 2012 09:10 AM  
**To:** Little, Christine JTST:EX  
**Cc:** Sen, Shom JTST:EX; Ewert-Johns, Marcus JTST:EX  
**Subject:** FW: Bollywood

is the deep media exposure for BC in India and the long term tourism benefits of this S13

S13

s13

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**From:** Sit, Vera JTST:EX  
**Sent:** Friday, October 05, 2012 8:52 AM  
**To:** Nicholas, Michael JTST:EX  
**Subject:** RE: Bollywood

All in the same note. Thank you Michael for

s22

Regards,  
Vera Sit

Executive Director, Strategic Initiatives Economic Development Division Ministry of Jobs,  
Tourism, and Skills Training New Phone Number: 250-387-6061

-----Original Message-----

**From:** Nicholas, Michael JTST:EX  
**Sent:** Friday, October 5, 2012 8:28 AM  
**To:** Sit, Vera JTST:EX; Little, Christine JTST:EX  
**Cc:** Sen, Shom JTST:EX; Ewert-Johns, Marcus JTST:EX; Krieger, Brian JTST:EX; Bubrick, Elaine JTST:EX  
**Subject:** RE: Bollywood

Hi,

s13

## India in the next few months:

>> BC India Initiatives October 2012 - April 2013 <<

South Asian Film Festival (SAFF), Vancouver - October 2012

Renewable Energy Expo delegation, Delhi - November 2012

Canada India Business Forum, Delhi - November 2012

FICCI Higher Education Summit, Delhi - November 2012

Agri-food and Technology delegation, Chandigarh - December 2012

Global Mining Summit, India Mining and Metals Exhibition, Kolkata - December 2012

Joint Working Group with Indian Ministry of Mines Meeting, Delhi - December 2012

BC Trade & Investment Office Openings, Mumbai & Chandigarh - December 2012

India Telcom delegation, Delhi - December 2012

Water Show, Chennai - February, 2012

Bio India 2012, Bangalore - February 2013

Bio-Partnering North America delegation, Vancouver - February 2013

FICCI Frames Film and Digital Media delegation and road show, Mumbai - March 2012

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From: Sit, Vera JTST:EX

Sent: Thursday, October 04, 2012 4:42 PM

To: Little, Christine JTST:EX

Cc: Sen, Shom JTST:EX; Ewert-Johns, Marcus JTST:EX; Krieger, Brian JTST:EX; Bubrick, Elaine JTST:EX; Nicholas, Michael JTST:EX

Subject: RE: Bollywood

Thanks very much everyone for your help. I will get in touch with GCPE on the communication plan. I should have a first draft of the document tomorrow morning.

Vera Sit

Executive Director

Economic Development Division

Ministry of Jobs, Tourism, and Innovation

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From: Little, Christine JTST:EX

Sent: October 4, 2012 4:15 PM

To: Sit, Vera JTST:EX

Cc: Sen, Shom JTST:EX; Ewert-Johns, Marcus JTST:EX; Krieger, Brian JTST:EX; Bubrick, Elaine JTST:EX; Nicholas, Michael JTST:EX

Subject: FW: Bollywood

Assume you are linking into GCPE to get a comm. plan once we got some paper to share with them?

Elaine - can you please send this on to Klaus - he doesn't seem to be coming up in the IDIR.

Thanks.

Christine Little, BA, MA Econ  
Executive Director, Strategy, Policy and Performance International Trade and Investment  
Attraction Ministry of Jobs, Tourism and Skills Training 3rd Floor, 1803 Douglas Street  
Victoria, BC

Phone: 250-953-3479

Mobile: s17

---

From: Sit, Vera JTST:EX  
Sent: Thursday, October 4, 2012 4:10 PM  
To: Little, Christine JTST:EX  
Cc: s22  
Subject: Bollywood

Hello Christine,

I just left you a voice mail. I understand from talking to Grant MacKay that we need to prepare a briefing paper for

S13

s13

I will connect with you in the morning to see how we are doing.

Many thanks

(I also have draft list of next steps:)

.

Regards,  
Vera Sit