

SPIRIT  
of  
2010



INTERNATIONAL TRADE AND INVESTMENT TO 2010



BRITISH  
COLUMBIA



## **Message from Premier Gordon Campbell**

British Columbia has exceptional people, rich resources and the best location anywhere: We're Number 1 in Canada in job creation. Our economy is growing again. Industries like construction, oil and gas and resort development are booming.

As the 2010 Olympic and Paralympic Winter Games approach, those opportunities will grow. We want to ensure that communities, businesses and families all across British Columbia are ready to benefit from the opportunities that are being created.

The following paper is one of four development strategies, outlining opportunities in tourism, procurement, labour supply and trade and investment.

Each of these builds on the steps the province has already taken to unleash the Spirit of 2010, including \$1 billion in tax relief, 90,000 regulations eliminated, \$1.3 billion of transportation investments, 25,000 post-secondary spaces by 2010, new international marketing campaigns and reforms to open up every sector of our economy.

I invite you to use this resource, and give us your input for additional steps we can take. Together, we'll keep working to build a future full of promise for us all.

### **Gordon Campbell**

Premier of British Columbia

## **Message from Minister John Les**

Our prosperity as British Columbians is closely tied to how successfully we seize the opportunities and rise to the competitive challenges of the global economy. I believe firmly that we have what it takes to be consistent winners in the international marketplace.

Our Pacific Gateway location, untapped natural resource potential, unrivalled quality of life, and above all, the tremendous skills and creativity of British Columbians themselves, provide almost limitless economic opportunities.

As host to the 2010 Olympic and Paralympic Games, we also have an unparalleled opportunity to accelerate economic development throughout the province, and to market our advantages and business capabilities to the world. The Government is committed to maximizing the economic benefits of this truly unique opportunity for all British Columbians.

Our government's strategy of economic renewal has laid the foundation for a globally competitive economy. *International Trade and Investment to 2010* provides the framework for Government's initiatives going forward to raise British Columbia's global profile as a competitive supplier of goods and services, and as an unbeatable business location, tourism destination, and place to live and work.

As Minister responsible for trade and investment, I look forward to working in partnership with the private sector and other stakeholders to help realize the vision for a prosperous and vibrant economy that we all share.

### **John Les**

Minister, Small Business and Economic Development and  
Minister responsible for the 2010 Olympic and Paralympic Winter Games

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# EXECUTIVE SUMMARY

Trade and Investment to 2010 lays out the objectives, priorities, and strategic activities that the Government of British Columbia will pursue to promote international exports and attract inward investment over the period up to 2010 when the province will host the Winter Olympic and Paralympic Games. Activities carried out under this framework will support the Government's overall vision for a prosperous economy, which calls for the development of a thriving private sector and the fastest growing technology sector in Canada.

The key objectives for trade promotion are to expand and diversify provincial exports, increase small business exports, and ensure international market access for British Columbia's exporters. The key objectives for investment attraction are to increase and accelerate inward investment into opportunity sectors throughout British Columbia, including the establishment and expansion of business enterprises by multinational firms, venture capital investment, and business immigration.

British Columbia has world-class capabilities in resource-based industries, tourism, and a number of fast-growing, emerging technology and service industries, such as wireless communications, biotechnology, fuel cells, new media, film production, and international education. Marketing efforts will focus on these priority sectors and on geographic markets offering the best prospects for export sales and investment attraction, which include established markets,

such as the United States, Japan and the European Union, and emerging ones, such as China and India.

With its successful bid to host the 2010 Olympic and Paralympic Winter Games, British Columbia is uniquely positioned for the global exposure resulting from the Games and the powerful Olympic brand to enhance its trade promotion and investment attraction initiatives. Emphasis will be placed on promoting sector-specific opportunities related to the 2010 Games.

Five key principles underpin the provincial government's approach to marketing British Columbia:

- ▶ Maintain and enhance the province's globally competitive business climate;
- ▶ Brand the province as a preferred destination to invest, work and visit, and leverage the marketing and business potential of the 2010 Winter Games;
- ▶ Work with the private sector, industry groups, small businesses and other stakeholders to seize economic opportunities and remove impediments to growth;
- ▶ Strengthen intergovernmental linkages and synergies through increased collaboration with other provinces and the federal government;
- ▶ Advocate and promote British Columbia's international trade and investment interests in Ottawa and key international forums.

# INTRODUCTION

International Trade and Investment to 2010 lays out the objectives, priorities and strategic approach that will be pursued by the British Columbia Government to promote exports of goods and services, and to attract inward investment. This marketing framework includes a 2010 Olympic “overlay” that highlights trade and investment opportunities that the Government will seek to leverage from the 2010 Winter Olympic and Paralympic Games.

Provincial trade and investment promotion initiatives are developed and delivered by a number of government ministries, agencies and arms-length organizations. The Ministry of Small Business and Economic Development has overall responsibility for coordinating trade and investment marketing, and is the government ministry with responsibility for the 2010 Winter and Paralympic Games.

The British Columbia Government believes that its role in export promotion and investment attraction is to support private sector initiative,

and to help remove impediments to market access and investment.

In promoting British Columbia’s exports, the Government believes that its activities should be highly strategic, and not duplicate the extensive federal network of resources and services available for new exporters and companies seeking export financing. Priority will be given to opening up prospective markets for established products where there are institutional challenges, and in helping showcase innovative products and services that have significant export potential where there is strong industry backing.

Inward investment promotion requires a more proactive government role, but the province will seek guidance and participation from the private sector, which understands the needs and motivations of business investors. The province will also work cooperatively with other levels of government to promote synergies and leverage marketing resources.

# KEY PRINCIPLES

Marketing British Columbia's competitive advantages and opportunities for investment, tourism and trade is a strategic action linked to the achievement of a strong and vibrant economy, a key goal in the Government's three-year Strategic Plan (2004/05 – 2006/07).

Within the Strategic Plan's framework, trade and investment marketing supports other strategic actions that contribute to economic growth, and in turn is supported by actions that help build an internationally competitive business climate.

British Columbia's approach to international marketing is underpinned by five key principles:

## **1. MAINTAIN AND ENHANCE BRITISH COLUMBIA'S GLOBALLY COMPETITIVE BUSINESS CLIMATE**

- ▶ Maintain a competitive tax regime for businesses and individuals
- ▶ Ensure British Columbia has the skilled workforce to support economic growth
- ▶ Encourage post-secondary institutions to be responsive to the needs of regional economies
- ▶ Continue to streamline government's legislation and regulations, and to expand one-stop permitting and licensing in key sectors
- ▶ Improve key transportation infrastructure, including international gateways, to support economic growth, investment and trade
- ▶ Conclude treaty and other economic-related agreements with First Nations that promote

investment certainty and increase access to Crown land and resources

- ▶ Continue to balance the provincial government budget, as required by law

## **2. BRAND BRITISH COLUMBIA AS A PREFERRED LOCATION FOR INVESTMENT, IMMIGRATION AND TOURISM**

- ▶ Build and aggressively promote a compelling brand identity for British Columbia as an unrivalled place to invest, work, and visit
- ▶ Leverage the marketing power of the official Olympics brand when this becomes available to the province in 2006 to accelerate inward investment and exports

## **3. SUPPORT PRIVATE SECTOR INITIATIVE**

- ▶ Assist the private sector in identifying and securing opportunities through participation in international marketing initiatives
- ▶ Assist in creating partnerships, alliances and investment opportunities that expand British Columbia's technology industries
- ▶ Promote small business awareness of and access to federal trade development resources, such as SourceCan and the Virtual Trade Commissioner Network
- ▶ Develop programs and tools to assist the small business sector in pursuing 2010 Games-related business opportunities.



#### **4. STRENGTHEN FEDERAL AND PROVINCIAL LINKAGES**

- ▶ Collaborate with the federal government and its network of embassies, high commissions and consulates to promote British Columbia's trade and investment priorities
- ▶ Co-operate with other provinces in developing and presenting regional trade and investment priorities to the federal government and to international audiences
- ▶ Work cooperatively with federal departments to coordinate Canadian and British Columbia business development efforts related to the upcoming Olympic and Paralympic Games.

#### **5. ADVOCATE AND PROMOTE BRITISH COLUMBIA'S INTERNATIONAL TRADE AND INVESTMENT INTERESTS**

- ▶ Continue to work with other provinces and the federal government to ensure that British Columbia's interests are reflected in the development of Canada's positions in international trade and investment negotiations
- ▶ Continue to work with the federal government, other provinces, industry and foreign representatives to harmonize trade rules, codes and standards to improve market access for British Columbia goods and services
- ▶ Maintain active involvement in regional organizations such as the Pacific North West Economic Region and the Council of State Governments (West) to articulate British Columbia's position on key trade and investment issues



# OVERVIEW OF INTERNATIONAL MARKETING INITIATIVES

The Government of British Columbia carries out and supports a number of sector-based international marketing initiatives that support trade development and investment attraction. The Government is also committed to leveraging the maximum trade and investment opportunities for all sectors and regions from the 2010 Olympics. These sector initiatives are summarized briefly below – further details are provided in the Appendix.

## Forest Products

The Government has committed one per cent of direct stumpage revenues to the international marketing of BC forest products and forest practices through Forest Innovation Investment Ltd (FII) and the BC Market Outreach Network. FII invests in projects that promote international acceptance of British Columbia's forest practices and construction technologies, support the retention and development of existing markets, and help develop new market opportunities for the forest products sector.

## Energy and Mining

British Columbia's Energy Plan supports the development of both conventional and alternative energy sources. The plan aims to secure 50 per cent of the province's incremental power requirements from clean, sustainable energy sources. The Ministry of Energy and Mines actively promotes these opportunities, together with the attractive regulatory and tax measures that are in place, to both domestic and international investors.

## Technology-Based Industries

The Government has committed more than \$8.3 million over three years to aggressively market BC as an internationally competitive location for technology investment, research and job creation through Leading Edge British Columbia, a partnership with the province's technology sector.

## Film Industry

The BC Film Commission is responsible for marketing and promoting British Columbia as a full service motion picture location, and attracting investment into film production, new facilities, and production-related activities.

## Tourism and Resorts

Government provides significant support for tourism marketing through tax revenue contributions, and works closely with industry and tourism organizations to promote industry and infrastructure development. The BC Resorts Task Force is a key government initiative to expand and accelerate investment into resort development.

## Contact Centres and E-Business Services

Linx BC, a public-private partnership between the Ministry of Small Business and Economic Development, the Economic Development Association of BC, and Telus BC, carries out a highly successful investment attraction initiative targeting the call centre industry and related e-business support activities. Ten US companies, including eBay and JP Morgan Chase, have been recruited by Linx BC since 2001, creating over 6,500 jobs.

The growth potential and economic prosperity of a relatively small economy like British Columbia's are heavily dependent on our capacity to export goods and services and to attract inward investment.

The rapid pace of globalization during the 1990's presented tremendous opportunities for competitively positioned economies to take advantage of the explosion in foreign direct investment, and growth in international demand for goods and services.

In this decade of opportunity, British Columbia's export and investment performance fell far short of potential, and our economic growth lagged well behind the rest of Canada's. Growing provincial tax and regulatory burdens, and a failure to deal with uncertainties around access to resources were key factors in this weak performance.

Since 2001, British Columbia's government has made economic renewal a top priority, and has moved swiftly to implement a range of measures to build a globally competitive business climate that lays the foundations for success going forward in meeting the challenges and seizing the opportunities of globalization.

The following profiles of British Columbia's export trade and inward investment patterns provide the context for developing the province's international marketing framework .

## **International Trade Profile**

In 2003, British Columbia's international goods exports were valued at \$29 billion. This represented more than twice the value of British Columbia's trade with the rest of Canada,

and one fifth of the province's gross domestic product.

It is estimated that one in four jobs in British Columbia depends on international exports. The province's export industries also contribute billions of dollars annually to government revenues, helping to support vital public services and investment in public infrastructure.

Between 1993 and 2003, the province's international exports of goods increased by 50 per cent, from \$19 billion to \$29 billion. There were significant changes in the composition and geographic pattern of exports over this period.

In 1993, 53 per cent of provincial exports were shipped to the United States, 26 per cent to Japan and 9 per cent to Europe. By 2003, the United States' share had risen to 66 per cent, reflecting strong demand in the American economy and the growing impact of the North American Free Trade Agreement. During this period, the share of exports accounted for by Japan and Europe declined to 13 per cent and 7 per cent respectively, reflecting the relatively weaker performance of their economies.

Natural resource-based exports (forestry, agri-food and fish, mining and energy) accounted for 75 per cent of the province's total goods exports in 2003, compared with 85 per cent in 1993. Natural gas exports increased dramatically from less than 3 per cent to over 10 per cent of total goods exports.

The share of advanced manufactured products (electrical and electronic products, machinery, transportation equipment and plastics) in total goods exports grew from 8 per cent to 13 per cent between 1993 and 2003.



International service exports (computer and engineering services, international film production, foreign tourism, financial and trade-related services) increased from \$4.4 billion in 1992 to \$9.1 billion in 2002, up 110 per cent.

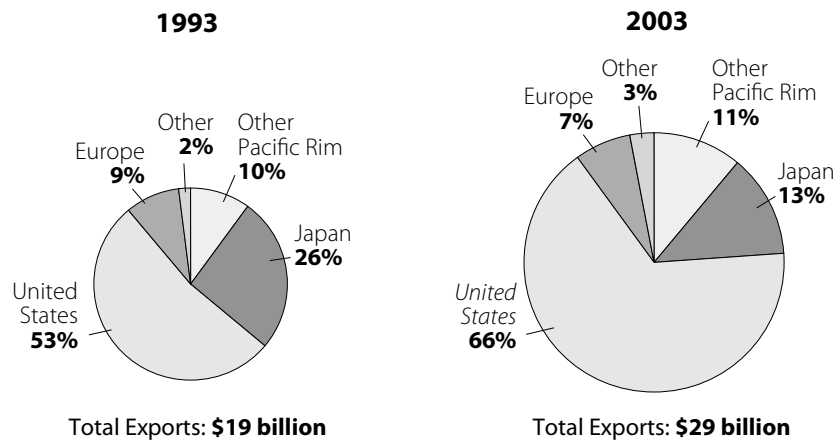
## Situation Assessment

British Columbia's increasingly diverse export portfolio, and improved business climate are positive developments. Dependency on resource commodity exports continues to be a challenge

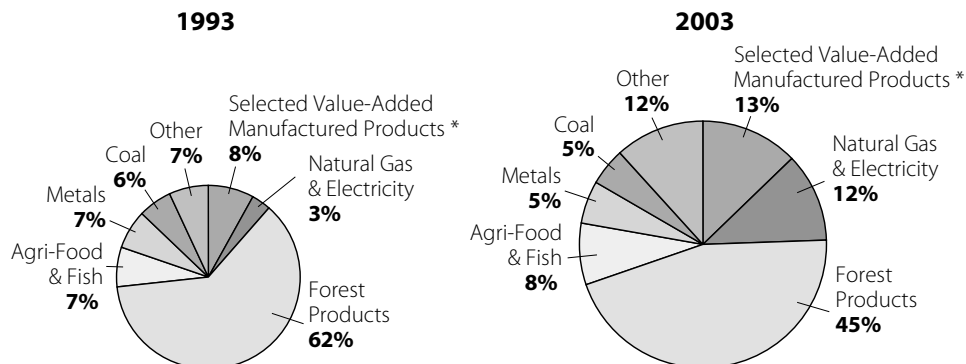
for many regions of the province, but there are emerging opportunities for diversification and growth into value-added production, tourism, energy development, aquaculture, e-business and corporate shared services.

KPMG's 2004 Competitive Alternatives report shows that British Columbia continues to enjoy a significant cost and tax advantage over US and other G-7 locations in export oriented value-added manufacturing, business process services (call centers), and technology-based industries.

### British Columbia's International Export Markets



### British Columbia's International Exports By Commodity



\* Electronics, transportation equipment, machinery, plastics and apparel  
Source: BC Stats



## Inward Investment

Foreign direct investment (FDI) by non-resident enterprises has been instrumental in British Columbia's economic growth and development. FDI supplements domestic sources of investment capital, and provides access to specialized know-how, new marketing channels, and other corporate resources. Inward investment by non-resident venture capital firms contributes to growth of emerging industries, and business immigration expands the pool of entrepreneurial talent.

Overall business investment in British Columbia during the 1990's was generally weak. This was especially so in the forestry and mining sectors, which historically have accounted for a major share of provincial capital expenditures and FDI. Investment in the oil and gas sector, business services, and advanced manufacturing was more robust, but still below potential.

During 1990's, FDI in the province was dominated by inflows from the United States. Asian investment, which had been dominated by Japanese FDI in the resource sector, shifted towards real estate and services, and the importance of

FDI from Hong Kong and Taiwan increased. European investment remained modest during this period.

Inter-corporate ownership statistics for 2003 recorded 1,600 foreign owned enterprises operating in British Columbia, representing 14 per cent of all firms in the province. In 2002, foreign-controlled companies in British Columbia spent \$3.2 billion on new facilities, expansion and modernization, representing 22 per cent of total business capital expenditures in the province.

## Situation Assessment

Despite the dramatic decrease in worldwide FDI flows between 2000 and 2003, primarily due to the slump in merger and acquisition activity, there is still a massive volume of international investment seeking competitive business locations that offer access to well-educated and skilled workers, key markets, resources, and innovation. British Columbia is well-positioned to attract this investment, but faces intense competition from North American and other jurisdictions worldwide, and the challenge of becoming a "top of mind" location.

# STRATEGIC MARKETING APPROACH

## Vision

- ▶ British Columbia is a global magnet for investment, talent and tourism, and a globally recognized supplier of innovative technologies, products and services, as well as environmentally sustainable resource exports.

## Investment Promotion Objectives

- ▶ Raise the awareness of target audiences globally of British Columbia's competitive advantages and opportunities for inward investment, including opportunities related to the 2010 Games.
- ▶ Increase and accelerate inward investment into opportunity sectors throughout the province, including establishment and expansion of multinational firms, venture capital investment, strategic alliances, and business immigration.
- ▶ Attract and retain high-value corporate functions of multinational enterprises, including product development and design centers, technical support services, business process operations, and regional head offices.

## Trade Promotion Objectives

- ▶ Expand and diversify British Columbia's international exports, especially high value manufactured products and services.
- ▶ Increase exporting by small businesses from all regions of British Columbia, including e-business exports, contract manufacturing, and contract R&D.
- ▶ Increase awareness in key markets of British Columbia's capabilities as a competitive supplier of innovative technologies, products and services.
- ▶ Develop and enhance export capabilities and international sales of goods and services by leveraging Olympics-related business opportunities.
- ▶ Increase awareness in key markets of British Columbia's sustainable resource management and development practices.

## Priority Sectors and Geographic Markets

To use limited marketing resources effectively, the province needs to target those trade and investment opportunities that offer the best prospects for success and that make a significant contribution to achieving key economic objectives. In doing so, government looks to guidance from the private sector. The government also looks for broadly-based industry commitment and participation for all export marketing initiatives.

Based on their international competitiveness and growth potential, the following industry sectors in British Columbia are considered priorities for either trade or investment promotion, or both. Action plans with measurable outcomes will be developed for priority sectors in consultation with industry groups and regional economic development stakeholders.



### Natural Resources

- ▶ Agri-Food & Fish Products
- ▶ Wood & Paper Products
- ▶ Minerals & Coal
- ▶ Oil & Gas
- ▶ Alternative Energy



### Technology

- ▶ Biotechnology
- ▶ Fuel Cells
- ▶ Information Technology
- ▶ New media & Wireless
- ▶ Environmental Sciences
- ▶ Advanced Manufacturing



### Services

- ▶ Education & Training
- ▶ Film/TV Production
- ▶ Contact Centres/Business Process Services
- ▶ Tourism



## Target Markets for Sourcing Inward Investment

The primary focus of government investment attraction initiatives is the promotion of inbound corporate and venture capital investment into priority areas. A secondary focus involves the attraction of targeted business immigrants.

British Columbia's priority markets for sourcing inward investment are determined with respect to a country's existing stock of investment in the province and its propensity to invest abroad, particularly in North America and in sectors that the province is targeting. Attraction efforts will focus on specific sub-national markets where there is clustering of relevant industries, such as Silicon Valley and the Bay Area (biotechnology, information technology, and venture capital).

The US will continue to be British Columbia's primary source of foreign direct investment (FDI) and target market for investment attraction, because of proximity, comparable business and legal institutions, cultural affinity, established economic linkages, and rich concentration of target industries seeking cost savings, skilled talent, knowledge assets, Pacific Rim access, energy resources and other opportunities.

In Europe, the UK and the Netherlands offer significant opportunities for targeted FDI promotion, particularly in the technology sector. Cost savings over US locations, availability of talent, and access to the US West Coast and Pacific markets are strong selling points for British Columbia.

Japan is a key target market in Asia for technology-related FDI, specialty food processing, and energy-intensive advanced manufacturing. Korea and Taiwan are also potential markets for technology and advanced manufacturing FDI opportunities. India has growing potential as a source for information technology investment, and China is a prospective market for FDI into energy and mining, food processing, and technology industries. Established trade and investment linkages with Asia, as well as cultural ties, position British Columbia favourably in these markets.

Business immigration is strongly motivated by personal factors, such as quality of life, as well as political and economic stability considerations. British Columbia offers almost unrivalled advantages for attracting mobile entrepreneurs and skilled professional from source countries worldwide.

### British Columbia's Target Markets for FDI

#### Major Markets

- ▶ United States
- ▶ Japan

#### Important Markets

- ▶ Republic of Korea
- ▶ Taiwan
- ▶ Hong Kong SAR
- ▶ Netherlands
- ▶ United Kingdom

#### Prospective Markets

- ▶ India
- ▶ China



## Target Markets for Trade Development

British Columbia’s major markets – including the United States, Japan, China, the EU, Korea and Taiwan– will continue to be priorities for provincial export expansion initiatives. The focus will be on showcasing products and services where government can add significant value by helping to raise market awareness or by leading efforts to overcome institutional impediments to market, such as regulatory codes and standards.

In emerging markets, such as India and Latin America, the province may undertake initiatives where the private sector is able to identify significant, well-defined opportunities, and to provide active support.

The province will take advantage of government-to-government events and exchanges to advance British Columbia’s trade interests and strengthen economic linkages.

### British Columbia’s Target Export Markets

#### Major Markets

- ▶ United States
- ▶ Japan
- ▶ China/Hong Kong

#### Important Markets

- ▶ Italy
- ▶ South Korea
- ▶ Germany
- ▶ United Kingdom
- ▶ Taiwan
- ▶ Australia

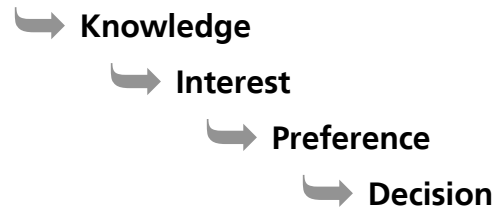
#### Prospective Markets

- ▶ India
- ▶ Mexico/Latin America
- ▶ Other Western Europe
- ▶ South East Asia

## Marketing Strategies

The aim of British Columbia’s marketing strategies for export promotion and inward investment attraction is to move targeted prospects from awareness of the “product” (our goods and services/location and opportunities) to making a decision to buy from us or invest here.

### Awareness



Advertising, direct marketing and web promotion are generally useful at the awareness-building stage; however, targeted selling of a complex “product”, such as a business location, or an integrated suite of wireless technology solutions, requires a more personalized approach.

Working with business groups and other stakeholders, the British Columbia government is in a position to add value at all stages of the marketing process for investment attraction. In trade promotion, the Government’s primary role is to assist in awareness-building, as well as facilitating increased market access by addressing institutional and other barriers to trade. In partnership with industry, it may play a more direct sales role where it has special jurisdiction, unique technical know-how, or where its participation may be instrumental in advancing significant sales.



## Investment Attraction Initiatives

### **Promote greater awareness in priority markets of British Columbia’s “open for business” message competitive business climate, and investment opportunities.**

- ▶ Build “brand recognition” for British Columbia through targeted media campaigns in key markets.

The Government’s Spirit of 2010 advertising campaign is aimed at jump-starting awareness in key North American markets of British Columbia as a place to invest, work and visit.

This campaign lays the foundations for pro-actively communicating further information about doing business in the province, moving targeted prospects from the awareness stage to the knowledge and interest stages of choosing a location.

- ▶ Conduct Premier/Minister-led investment missions to key markets, and participate in high-profile business events.
- ▶ Identify opportunities to secure British Columbia “franchises” for major business and financing events relevant to priority sectors.
- ▶ Strengthen key channel partnerships and networks, including those with Canada’s international posts, bilateral chambers of commerce, foreign commercial posts in Canada, local culturally-based business organizations.
- ▶ Exploit publicity opportunities to promote investment success stories and new government business climate initiatives, including selective use of paid media.
- ▶ Host familiarization tours for targeted investment decision-makers and influencers.
- ▶ Provide high-impact marketing information via the Government’s web portal and targeted mail/e-mail campaigns.



## **Identify and market investment opportunities to targeted audiences**

- ▶ Build long-term customer relationships with target prospects in key markets through corporate calling campaigns.
- ▶ Lead regional and investment attraction teams to prospect key sector-specific trade events.
- ▶ Target external venture capital firms and venture capital arms of multinational companies for investment into priority knowledge industries.
- ▶ Package and market “investment-ready” opportunity profiles, developed in cooperation with regional and community stakeholders, to targeted prospects
- ▶ Provide “on the ground” economic development support through the province’s Regional Project Management team to help identify and promote regional opportunities
- ▶ Target relevant national and international firms responding to P3 and procurement tenders to identify and pursue opportunities (Partnerships BC and BC Bid)
- ▶ Target local “anchor” firms in priority sectors to identify and pursue opportunities for expansion and diversification

## **Service and fast-track investment prospects**

- ▶ Provide a single-window for investors and site selectors to access business location information and services
- ▶ Organize and coordinate site visits for prospective investors
- ▶ Link prospective investors to local economic development services, training resources, and other public/private infrastructure and service providers
- ▶ Provide “roadmaps” to guide large-scale investment projects through our permitting processes, and then fast-track qualified projects

## **Trade Promotion and Enhancement Initiatives**

### **Promote awareness in priority international markets of British Columbia’s world-class export capabilities in sustainable resource products and management, technology, advanced manufacturing and service industries**

- ▶ Promote international acceptance of British Columbia resource management practices and products.
- ▶ Conduct Premier/Minister-led business missions into key export markets to pursue focused trade opportunities.
- ▶ Identify opportunities to secure British Columbia “franchises” for major trade shows relevant to priority sectors.
- ▶ Identify and pursue opportunities to host in-bound trade missions relevant to priority sectors.
- ▶ Work with business associations and local economic development organizations to promote improved small business access to federal and industry support networks and programs for potential exporters, including the Virtual Trade Commissioner Network, export financing and insurance, in-market assistance, and market intelligence.
- ▶ Franchise from SourceCan, a “SourceBC” e-business trade portal, and develop a “Virtual Trade Showcase” to highlight British Columbia’s export capabilities.
- ▶ Work with business associations and local economic development organizations to promote increased awareness in the small business sector of e-business strategies and tools.
- ▶ Collaborate with other provinces and industry organizations to advocate British Columbia’s interests in resolving market access issues and negotiating new trade agreements.

### **Support international market access for British Columbia’s exports**

- ▶ Partner with industry organizations and consortiums, and with the federal government, in priority sectors to support the retention and development of existing markets.
- ▶ Work with industry and other levels of government to open up new market opportunities.
- ▶ Partner with industry organizations and consortiums in priority sectors to open up new market opportunities.

# THE 2010 WINTER GAMES OVERLAY

New market opportunities for trade and investment promotion will emerge as a result of the 2010 Olympic and Paralympic Winter Games. The “Olympic Family” – past and future Olympic/Paralympic host countries, sponsors, organizing committees and suppliers – is becoming a powerful global network for developing cooperative trade and investment linkages.

British Columbia will seek to leverage provincial capacity, including small business capabilities, to supply specific goods, services and technology that future host countries will need to plan, construct, and operate their Olympic Games (Italy in 2006, and Beijing in 2008).

The province will also leverage the Olympic brand and Games-related media exposure to raise awareness of British Columbia’s products and services in countries where there is a strong interest in the Winter Olympics, and significant market potential. In addition to British Columbia’s top three export markets (the US, Japan and China), countries offering high Olympic-leverage potential for trade include Italy, Germany, the Netherlands, France and Australia.

The marketing power of the Games will also be harnessed to promote British Columbia’s growth sectors and business advantages to target industries and other key business audiences in countries that historically have not been major sources of FDI for the province. These include Italy, Switzerland, Germany, France and Australia.

## Priority Sectors for the 2010 Games

The 2010 Games will create potential export, inward investment and joint venture/alliance opportunities across a broad range of sectors, with scope for building new clusters of competence around environmental sustainability and other thematic linkages. For example:

### Games-related Infrastructure Development and Services

- ▶ Olympics sports venues and accommodation facilities
- ▶ Catering, security, IT, maintenance, transportation and other services
- ▶ Transportation projects

### Tourism and Related

- ▶ Development and expansion of resort facilities
- ▶ Sports, adventure and eco-tourism services
- ▶ Business, sports and health conventions

### Manufacturing and Design

- ▶ Sports and outdoor clothing and equipment manufacturing
- ▶ Building materials and components
- ▶ Building mechanical and electrical systems
- ▶ Lighting, environmental controls, and furnishings



- ▶ Business automation systems and equipment
- ▶ Specialty food products
- ▶ Emergency, rescue and safety products

### **Information and Communications Technologies**

- ▶ Wireless, satellite and IP network technologies
- ▶ Interactive digital media, electronic games and digital animation
- ▶ Enterprise software and e-business solutions
- ▶ Security, monitoring and other real-time information systems

### **Health and Medical Technologies**

- ▶ Sports and rehabilitative medicine and medical devices
- ▶ Environmental physiology and human performance
- ▶ Treatment of disabilities
- ▶ Treatment of genetic diseases

### **Environmental Solutions**

- ▶ “Green” building technologies
- ▶ Clean energy systems and advanced power technologies
- ▶ Waste treatment and recycling technologies

### **Investment Attraction and Trade Promotion Initiatives**

In the period leading up to the 2010 Olympic and Paralympic Winter Games, British Columbia has an opportunity to introduce and accelerate a host of trade development and investment attraction initiatives. It is critical that the private sector and industry play a lead role in the majority of the initiatives.

The private sector will be heavily involved in targeted marketing to key sectors and countries, and will leverage its resources and business links both within Canada and overseas to maximize the effectiveness of trade and investment promotion initiatives. Trade promotion and investment attraction programs to be initiated or expanded between now and the 2010 Games can be separated into three distinct phases:

## Phase 1: June 2004 – January 2006

Between 2004 and the beginning of 2006 (immediately before the Torino 2006 Games), British Columbia will work with the private sector, industry groups and communities around the province to develop and initiate a number of programs to promote and showcase the province's small businesses, key sectors and investment opportunities.

INITIATIVE	DESCRIPTION
<b>Develop the BC Trade &amp; Investment Brand</b>	A BC Brand that will capture the core attributes, values, benefits and personality of British Columbia, including the 2010 Olympic and Paralympic Winter Games
<b>Marketing Plan Development</b>	A marketing plan and detailed implementation plan for trade and investment promotion around the 2010 Games; to include sector specific marketing strategies developed in conjunction with industry and individual ministries.
<b>Communication Strategy</b>	A communication campaign to targeted key media and business prospects in priority markets and the Olympic Family; to include a suite of communication tools and materials for distribution.
<b>Trade and Investment Web Portal</b>	A website created as a resource centre, communication vehicle, marketing tool, and means to manage expectations for trade promotion and investment attraction in BC around the 2010 Games.
<b>Inventory of Trade and Investment Opportunities</b>	An inventory of trade and investment leads, developed with input from communities and industry associations; to include procurement opportunities from upcoming Olympic and Paralympic Games.
<b>Athens 2004</b>	A small team of senior BC representatives in Athens to attend 2004 Games and meet with select sponsors and Olympic partners to highlight investment opportunities around the 2010 Games.
<b>Industry Consultation</b>	Dialogue with BC industry groups to assess sector challenges and opportunities around the 2010 Games.
<b>2010 Community Strategies</b>	2010 Committees in communities across the province to continue developing strategies and initiatives to promote trade and investment and maximize opportunities of 2010 Games.
<b>BC Innovation Showcase</b>	On-line and physical showcase to promote BC's leadership in areas of innovation and sustainability; to include regional innovation sites, an innovation website, promotional materials, trade shows and business missions.
<b>Trade &amp; Investment Awards of Excellence</b>	Building on existing BC Export Awards, these will recognize outstanding contributions to trade, investment, innovation and sustainability in BC
<b>Trade and Investment Shows</b>	Ongoing participation in targeted trade and investment shows and conferences,
<b>BC Ambassador Program</b>	Key industry leaders invited to help promote BC trade and investment and the 2010 Games through their worldwide contacts and to host potential investors and trade prospects when they visit BC
<b>Federal Cooperation and Participation</b>	Ongoing cooperation with federal trade offices to promote trade and investment opportunities in BC; integration with federal industry programs to assist small business and communities with export development and investment attraction.

## Phase 2: Torino Olympic and Paralympic Winter Games (February 2006 – January 2010)

The Torino 2006 Olympic and Paralympic Winter Games will be the launching point for the second phase of British Columbia's trade and investment promotion initiatives. As the Torino Games draw to a close, the eyes of the Olympic Family will turn to British Columbia as the next host of the Winter Games in 2010. This will create opportunities to introduce several initiatives drawing attention to the trade and investment opportunities in British Columbia.

INITIATIVE	DESCRIPTION
<b>Torino 2006</b>	A team of senior officials and industry leaders from the province in Torino to attend 2006 Games and meet with select sponsors and Olympic partners to highlight investment opportunities in BC around the 2010 Games.
<b>External Communications Campaign</b>	Communications campaign to business media and key prospects in priority market sectors promoting the 2010 Games and trade and investment opportunities in BC; launch at Turin 2006 Games.
<b>Investment Promotion – Inwards</b>	Hosting program to promote 2010 Games and investment opportunities in BC; Key investment prospects invited to BC to view potential investment opportunities; launch at Turin 2006 Games.
<b>In-market Investment Promotion</b>	Events and promotional activities in key geographies to promote investment in BC and 2010 Games; ongoing broader promotional efforts through embassies, trade shows and conferences.
<b>BC Global Business Club</b>	Business matching service facilitating on-line and in-person networking between BC businesses and overseas companies and investors.
<b>BC Trade Start</b>	Consultancy and education seminars and workshops to enhance export readiness of small businesses; joint federal / provincial program.
<b>Trade Missions – Outwards</b>	Sector specific trade missions to target markets.
<b>Trade Missions – Inwards</b>	Facilitation, support and incentives for inwards trade missions from key sectors; promoted through embassies and national/international business networks.
<b>BC Innovation Torch Receptions</b>	Receptions for business press in regional centres associated with Torch Relay – focus on regional innovations and sustainability.
<b>BC Olympic Commerce Centre</b>	Physical and on-line service for business education programs on Games-related opportunities and liaison between business and various government agencies.
<b>Beijing 2008</b>	A team of senior officials and industry leaders from the province in Beijing to attend 2008 Games and meet with select sponsors and Olympics partners to highlight investment opportunities in BC

## Phase 3: Vancouver 2010 Olympic and Paralympic Winter Games and Beyond

The 2010 Games will represent a peaking of activity for many of the trade and investment promotion programs initiated in British Columbia in the years before 2010. Programs introduced in earlier phases – like the BC Global Business Club and the BC Innovation Showcase – will expand as 2010 approaches.

With the thousands of international media, sponsors, multinational corporations and tourists in British Columbia in 2010, programs such as these will enjoy a high profile and broad attendance during the Games. After the Games have been hosted, it will be important for British Columbia to build momentum on the global exposure from the Games to promote its world class businesses and Games-related expertise.

INITIATIVE	DESCRIPTION
<b>BC Global Business Club</b>	State of the art business centre and special networking event program at the 2010 Games to facilitate face-to-face connections between BC businesses and international business leaders.
<b>BC Innovation Showcase</b>	Physical showcase at the 2010 Games to promote BC's leadership in areas of innovation and sustainability to international media, sponsors and multinational corporations in attendance.
<b>Investment 2010</b>	Targeted investment attraction program and events held during 2010 Games to target key sponsors, media and corporations.
<b>Strategic Hosting</b>	Hosting of key international business and government leaders at Games.
<b>Tastes of BC</b>	Promotions to showcase food and beverage industry in BC at Games.
<b>BC Non-Accredited Media Centre</b>	Hosting non-accredited media during Games to promote positive stories about BC and business opportunities.
<b>Games Suppliers Trade Missions</b>	A round of trade missions and market visits to introduce British Columbia 2010 Games suppliers to future host regions.
<b>Online Directory of Games Suppliers</b>	A comprehensive web directory of all British Columbia suppliers, service providers and contractors to the 2010 Games to be used as an export marketing vehicle.
<b>Leveraging Games Networks and Relationships</b>	Training / consulting services to future hosts; hosted visits from Olympic Family delegations; promotional campaigns after the Games to courted investors.
<b>Sports Infrastructure Opportunities</b>	Identify and promote national and international sport infrastructure projects and manufacturing opportunities to British Columbia companies.
<b>Future Olympic and Paralympic Games</b>	Identify and promote opportunities for British Columbia companies to provide goods, services and technology to upcoming hosts of both Summer and Winter Olympic and Paralympic Games.



# APPENDIX – Sector Marketing Profiles

## Forest Products

- ▶ Lumber
- ▶ Cedar products
- ▶ Plywood & panels
- ▶ Value-added wood products
- ▶ Pulp & paper products

### Lead Organization:

Forestry Innovation Investment

### Objectives

- ▶ Strengthen British Columbia's position and develop new opportunities in existing markets for BC forest products such as Japan, Europe and the United States.
- ▶ Develop and pursue new forest sector market opportunities in emerging markets such as China, Taiwan and Korea.
- ▶ Promote international acceptance of BC's forest management practices.

### Key Initiatives

The Government of British Columbia has committed 1% of direct stumpage revenues to the international marketing of BC forest products and forest practices:

- ▶ Develop enhanced market intelligence/knowledge of international wood export opportunities.
- ▶ Position BC as a global supplier of high-quality wood products, recognized for world-class sustainable forest management practices.
- ▶ Promote and enhance market access for BC wood products in priority emerging markets through development of local wood

building codes, transfer of advanced wood construction technologies, and showcasing product use.

- ▶ Develop linkages and build relationships to promote BC wood products for Vancouver/Whistler 2010 Olympics, 2008 Beijing Olympics, and Shanghai 2010 Expo.

### Priority Markets

- I. United States, Japan, China, Europe
- II. Australia, Taiwan, Korea

For Further Information

<http://www.forestry-innovation.bc.ca/>

## Mining

- ▶ Mining exploration
- ▶ Mineral & coal production

### Lead Organization:

Ministry of Energy and Mines

### Objectives

- ▶ Increase mining exploration and development activity province-wide.
- ▶ Attract a 10 per cent increase in mineral exploration expenditure annually between 2004 and 2006.
- ▶ Attract \$100 million in capital investment annually in new/expanded mine development between 2004 and 2006.

### Key Initiatives

- ▶ Invest approximately \$3 million annually (\$1 million through industry partnerships) to carry out geoscience surveys and publish

results to promote BC's mineral and coal potential.

- ▶ Conduct face-to-face, ministerial-level meetings with senior executives of targeted mining firms.
- ▶ Enhance BC's profile at key industry conferences and trade shows in Canada and the United States.
- ▶ Conduct targeted outbound investment promotion missions and participate in key events in priority markets.
- ▶ Host high-level inbound investment missions from target markets.
- ▶ Undertake targeted direct contact campaigns focusing on key mining industry prospects.
- ▶ Introduce new legislation and policies to support the continued development of BC's mining industry.

### **Priority Markets**

I. United States, UK, China, Australia

For Further Information

<http://www.gov.bc.ca/em/>

## **Oil & Gas**

- ▶ Conventional (onshore) oil & gas
- ▶ Offshore oil & gas
- ▶ Coalbed methane

### **Lead Organization:**

Ministry of Energy and Mines

### **Objectives**

- ▶ Increase oil and gas production and investment.

- ▶ Facilitate the development of BC's offshore oil and gas resources in an environmentally sound manner.

### **Key Initiatives**

- ▶ Conduct face-to-face, ministerial-level meetings with senior executives of targeted oil and gas firms.
- ▶ Enhance BC's profile at key industry conferences and trade shows in Canada and the United States.
- ▶ Conduct targeted outbound investment promotion missions and participate in key events in priority markets.
- ▶ Host high-level inbound investment missions from target markets.
- ▶ Undertake targeted direct contact campaigns focusing on key mining industry prospects.
- ▶ Introduce new legislation and policies to support the continued development of BC's oil and gas industry.

### **Priority Markets**

I. Canada (Calgary), United States (Houston, Dallas, Tulsa, Oklahoma City, Kansas City)

For Further Information

<http://www.gov.bc.ca/em/>

## **Alternative Energy**

- ▶ Fuel cells, hydrogen technology & supporting testing/ manufacturing technology
- ▶ Hydropower generation technology & engineering services
- ▶ Solar power technologies

## Lead Organization

Ministry of Energy and Mines

### Objectives

- ▶ Raise the international profile of BC's alternative energy sector to increase exports, investment and partnership opportunities.
- ▶ Establish BC as a globally pre-eminent hydrogen economy by 2020.
- ▶ Attract 10 to 20 leading energy technology companies and create up to 25,000 new jobs.

### Key Initiatives

- ▶ Work with Fuel Cells Canada to organize provincial fuel cell missions to attend key regional events.
- ▶ Work with alternative energy industry associations to advance alternative energy development at the local, provincial, national and international level.
- ▶ Work with domestic industry to establish a collaborative arrangement with other Canadian jurisdictions and the US to develop universally accepted, consistent codes and standards.
- ▶ Work with other public and private sector partners to showcase sustainable transportation and power/energy technology at the 2010 Winter Olympics.

### Priority Markets

- I. United States (Washington, Oregon, California), Europe, Japan
- II. China and India.

For Further Information

<http://www.gov.bc.ca/em/>

## Agri-Food and Fish Products

### Lead Organization

Ministry of Agriculture, Food and Fisheries

### Objectives

- ▶ Enhance global competitiveness of British Columbia's agriculture, food and fisheries sectors.
- ▶ Attract new investment into high opportunity agri-food industries.
- ▶ Increase access to domestic / international export and investment markets for agriculture, food and fisheries products.
- ▶ Enhance confidence of customers in the safety and quality British Columbia food, agriculture and seafood products from sustainable food systems.

### Key Initiatives

- ▶ Assist with issues related to shipment of perishable goods and U.S. border security measures.
- ▶ Harmonization of Canada/ US technical regulations impacting trade.
- ▶ Strategic management of Agricultural Policy Framework funds, a federal/provincial-funded program to promote food safety, science/ innovation, business risk management, and environmental sustainability for agriculture, food and fisheries in provinces across Canada.
- ▶ Negotiation of export protocols with selected countries
- ▶ Negotiation of equivalency agreements to harmonize food safety requirements across

international borders and improve access to export markets for agriculture, food and fisheries producers.

- ▶ Facilitate investment in traditional and emerging sectors, including aquaculture, agri-tourism and bio-products.
- ▶ Ensure effective tracking systems, food safety programs and performance-based regulations to ensure the integrity of British Columbia's food systems.
- ▶ Contribute to the Healthy British Columbia 2010 initiative with partner ministries.

### **Priority Markets**

- I. United States, Japan, China/Hong Kong, Taiwan, UK
- II. Mexico, S. Korea, Netherlands, Belgium

For Further Information

<http://www.gov.bc.ca/agf/>

## **Technology-Based Industries**

- ▶ Life sciences
- ▶ Alternative energy (fuel cells & other)
- ▶ Sustainable technologies
- ▶ Wireless technologies
- ▶ New media
- ▶ Information & communications technologies

### **Lead Organization**

Leading Edge British Columbia

### **Objectives**

- ▶ To raise the profile and awareness of BC technology-based opportunities for investment and employment among Canadian, US and international target audiences.

- ▶ To promote BC's advantages as a destination for high technology investment, development and employment.
- ▶ To attract new technology firms and talent to BC, and retain existing companies, executives, skilled workers and entrepreneurs.

### **Key Initiatives**

The Government of British Columbia has committed more than \$8.3 million over three years to aggressively market BC as an internationally competitive location for technology investment, research and job creation through a partnership with the province's technology sector:

- ▶ Market BC's industry capacity to technology, venture capital, investors, site selectors, entrepreneurs and skilled professionals through targeted campaigns and other business development initiatives.
- ▶ Develop partnerships, networks, clusters and alliances to more effectively leverage BC's technology capabilities in promoting opportunities/advantages to target audiences.
- ▶ Develop competitive market intelligence/knowledge around LEBC's six main technology clusters.
- ▶ Collaborate with key industry and economic development stakeholders to market British Columbia as a preferred location for technology investments.

### **Priority Markets**

- I. Western United States, Central Canada
- II. Rest of North America, Western Europe
- III. Asia Pacific

For Further Information

<http://www.leadingedgebc.ca/>

## Film Industry

- ▶ Film, animation & television production

### Lead Organization:

BC Film Commission

### Objectives

- ▶ Increase foreign investment and spending in BC motion picture production.
- ▶ Grow BC's motion picture infrastructure.
- ▶ Increase motion picture-related technological innovation.

### Key Initiatives

- ▶ Host/support international events promoting BC's motion picture industry and showcasing tourism, food, wine and 2010 Games opportunities.
- ▶ Promote BC's film tax credit programs, including enhanced regional credits, to national and international production companies.
- ▶ Collaborate with BC's International Financial Centre to develop local motion picture distribution industry.
- ▶ Attend key international trade shows in target markets.
- ▶ Advertise in key industry publications.

### Priority Markets

- I. United States (Los Angeles, New York)
- II. Germany, UK
- III. S. Korea, China, India

For Further Information

<http://www.bcfilmcommission.com/>

## Call Centres and E-Business Services

- ▶ Customer contact centers
- ▶ Advanced technical support services
- ▶ Business process services (finance, accounting & administration)

### Lead Organization:

Linx BC

### Objectives

- ▶ Promote BC's advantages and regional locations for call centers/e-business operations.
- ▶ Attract inbound call centers, advanced technical support services, and high-value business process operations.
- ▶ Expand and retain existing operations.

### Key Initiatives

- ▶ Provide a comprehensive business information and location service for call centre industry.
- ▶ Host site visits by targeted site-selection firms.
- ▶ Participate in industry-specific trade shows and business events.
- ▶ Work with community partners to develop industry-specific site-selection profiles.
- ▶ Work with post-secondary institutions and other training providers to develop customized training solutions.

### Priority Markets

- I. United States

For Further Information

<http://www.linxbc.com/>

## Tourism and Resorts Industry

- ▶ All-season resorts
- ▶ Cruise ship industry
- ▶ Adventure, cultural & eco-tourism
- ▶ Convention business

### Lead Organization:

Tourism BC / Ministry of Small Business & Economic Development

### Objectives

- ▶ Increase British Columbia's share of the world tourism market.
- ▶ Increase tourism investment and employment province-wide.
- ▶ Increase use of existing tourism facilities and other resources.
- ▶ Promote sustainable tourism development.
- ▶ Leverage tourism opportunities from the 2010 Olympics.

### Key Initiatives

- ▶ Build on BC's strong appeal as a diverse tourism destination with a world-recognized brand in "Super, Natural British Columbia".

- ▶ Work with tourism organizations and industry to develop regional sector-specific branding strategies.
- ▶ Promote resort growth by identifying and eliminating barriers to investment, development and expansion (BC Resort Task Force).
- ▶ Identify, develop and promote sustainable tourism opportunities province-wide.
- ▶ Identify regional tourism infrastructure development priorities.
- ▶ Further develop new cruise markets and cruise products.
- ▶ Develop enhanced international brand recognition of BC as a tourism destination from association with the 2010 Olympics.

### Priority Markets

- I. United States, Japan, Taiwan Australia, UK, Germany
- II. Mexico, S. Korea, Netherlands

For Further Information

<http://www.tourism.bc.ca/>

<http://srmwww.gov.bc.ca/resortdev/>

<http://www.cse.gov.bc.ca/ProgramsAndServices/Tourism/>



