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President's Comment

"We must have Vision, Faith, and Will ... the vision to see the future, the faith to see the vision, and then the will to carry on". Harold Moffat, Mayor of Prince George, 1969-1979. From a speech about the Prince George Industrial Development Commission, late 1960.

Some fifty years on, the words of Harold Moffat, the 14th Mayor of Prince George and the Chairman of the Prince George Industrial Development Commission in 1960, are as true today as they were then about economic development in Prince George and its vast service base in Northern British Columbia. While the times may have changed, Northern British Columbia remains the economic backbone of British Columbia, and is blessed with a staggering array of opportunities.

The Initiatives Prince George (IPG) Board and our shareholder, the City of Prince George, have approved a new three year Strategic Plan for 2011-2013. The new Strategic Plan builds on the previous one, with our overarching goal: ***"To be the catalyst that enhances Prince George as the sustainable, knowledge-based, resource economy, connected to the world."***

The strategy has 5 key strategic thrusts:

- Strategic Leadership, Partnership and Marketing
- Downtown Development
- Sustainably Connected to the World

- Sustainable Resource-based Economy
- Sustainable Knowledge-based Economy

The Strategic Plan continues the strategic leadership role that Initiatives Prince George has played in partnership with a full array of organizations to advance a ***sustainable knowledge based economy*** in Prince George.



Tim McEwan

President and
Chief Executive Officer
Initiatives Prince George

Building on the resounding success of the University of Northern British Columbia (UNBC) and the College of New Caledonia (CNC), IPG's plan calls for the corporation to push for a full engineering program at UNBC, continued advancement of CNC as a major trades and technology institution, and ongoing efforts—in partnership with other organizations—to address looming skilled worker needs. IPG will also continue leading the reinstatement of innovation and entrepreneurship programs in Prince George, and oversee the transition of the Northern Bioenergy Partnership into an industry-led, independent society to catalyze a world-class bio-energy cluster in Northern British Columbia.

Prince George is an international city, and IPG will play a role in advancing international education in partnership with UNBC, CNC, and other partners.

In terms of the ***sustainable resource-based economy***, IPG will continue to be a strong advocate of resource-based development, provided proponents meet prevailing requirements to consult with and accommodate (and wherever possible partner with) First Nations and meet prevailing environmental protection standards. Contemporary economic development on the land base in Northern British Columbia also means that large-scale projects must provide well-defined, long-term benefits for northern communities. IPG will also continue with its Industrial Lands Strategy to develop 200-500 hectares of intermediate to heavy industrial land outside the city's sensitive air shed. At the same time, IPG will facilitate the growth of revenues for more than 100 service and supply businesses selling into mining, forestry, oil and gas, and energy sectors, while supporting the retention of businesses that are core to the economic well-being of Prince George.

Being ***sustainably connected to the world*** will entail a broad advocacy and marketing program in partnership with other like-minded agencies to obtain next-order ***Continued on page 2...***



ON THE MOVE

President's Comment Continued...

infrastructure required at the Port of Prince Rupert, the Prince George Airport, and the CN Intermodal Facility in Prince George.

It also entails working with partners to advance Cariboo Connector four-laning (Hwy. 97 Prince George to Cache Creek); completion of safety and technical improvements to the Pine Pass (Hwy. 97 Prince George to Dawson Creek); and twinning of the Yellowhead Highway (Hwy. 16 Hinton Alberta, to Prince Rupert, BC).

The Strategic Plan also calls for a plan to be in place for cellular coverage along the corridor, together with ensuring fibre redundancy to support the development of data centres. The Prince George Global Logistics Park will be market-ready with the completion of the Boundary Road Connector project in September 2011, and aggressive marketing efforts will be ongoing.

A fourth strategic thrust of the new IPG plan relates to **downtown development**. In this regard, IPG will co-lead the implementation of the 69 recommendations contained in the report of the Mayor's Task Force on a Better Downtown. Katherine Scouten, Vice President, Economic Development for IPG will assume this role along with Ian Wells, Manager, Real Estate Services for the City of Prince George. IPG will continue to be a leading force and advocate for the Wood Innovation and Design Centre and a Performing Arts Centre in the Downtown, and will complete and execute a marketing plan for business development in the City's core.

IPG will continue an overarching strategic thrust of **strategic leadership, partnership, and marketing**. This strategic thrust will ensure that leadership, partnership, and marketing are embedded in everything that IPG does in pursuit of the Strategic Plan, and our goal to be the catalyst that enhances Prince George as the sustainable, knowledge-based, resource economy connected to the world.

These are exciting times for our great city and region! IPG's Board and staff are committed to seeing the new 2011-2013 Strategic Plan through to the same successful conclusion as the 2008-2010 Strategic Plan.

Collectively and individually, we have the *vision, the faith and the will – the vision to see the future, the faith to see the vision, and the will to carry on!*

Maclean's Magazine Names UNBC Best in the West

Maclean's magazine has again named UNBC the best small university west of Atlantic Canada. The 20th annual university rankings were released recently by the magazine.

Among the 25 universities in the primarily undergraduate category, UNBC placed 3rd nationwide, behind Mt. Allison and Acadia, two Atlantic Canadian universities that are each more than 150 years old. UNBC's high ranking was achieved on the basis of its excellent students, a high faculty-student ratio, the quality of UNBC faculty, research activity, and the growth of the Library.

The Maclean's ranking rounds out an award-winning month for UNBC that also includes the top campus sustainability award in North America and a #1 ranking for research that was published in the National Post.

For more information, contact Robert van Adrichem, Vice President External Relations, UNBC.

UNBC Recognized as a Top Research University in Canada

For the first time in its history, UNBC has ranked #1 in a national survey of Canada's research universities. UNBC achieved the top ranking in a category of Primarily Undergraduate universities.

The annual compilation of "Canada's University Innovation Leaders" is produced by Research InfoSource and measures both research funding and the success of faculty in having their research results appear in leading academic journals. The survey will be published in both the National Post and the Ottawa Citizen.

Some highlights:

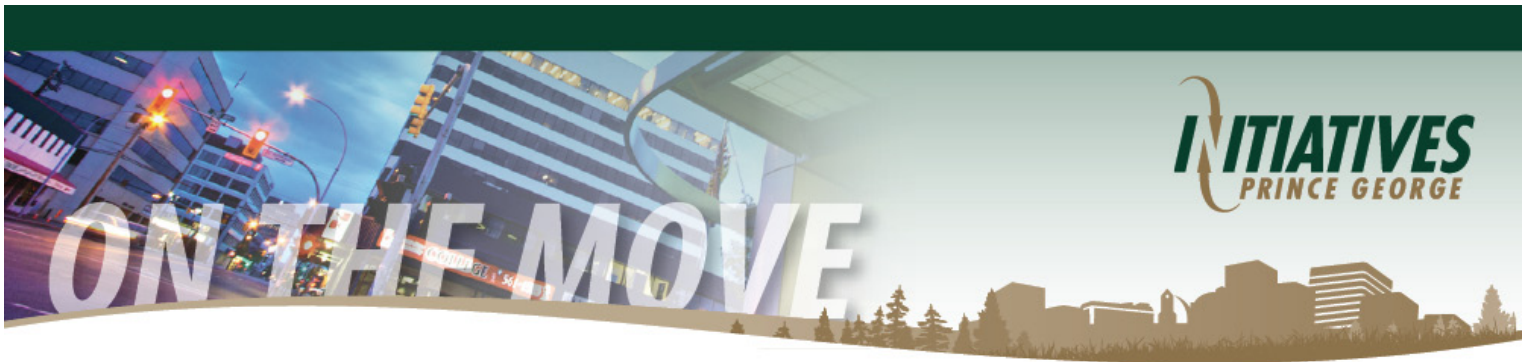
The survey reports that UNBC received \$17.7 million in total research income in the 2008-09 fiscal year, good for 35th place nationwide. Measured on a per-faculty basis, UNBC's research income is virtually identical to Simon Fraser University and more similar to universities in the top 20. In analysis that factors the number of faculty and their achievement both in earning research income and publishing research, UNBC's score is fourth-highest in Canada and number one outside of Ontario.

"This result is tremendous for a young and relatively small university. It points to the excellent faculty we have and their ability to work in the region to identify and conduct valuable research," noted UNBC President, George Iwama. "Congratulations to our researchers and thank you to those who both enable and fund their work."

UNBC is one of BC's four research-intensive universities with nine Canada Research Chairs, a BC Leadership Chair, two research forests, the I.K. Barber Enhanced Forestry Laboratory, and a wide range of research centres and institutes.

For more information contact: Gail Fondahl, Vice-President Research, UNBC or Rob van Adrichem, Vice-President External Relations, UNBC.





IPG Reports Out on 2008-2010 Strategic Plan

Between 2008 and 2010, Initiatives Prince George Development Corporation (IPG) has worked with a wide variety of local, regional, provincial, national, and international partners to tackle 10 priority areas. IPG is a very partner-oriented organization and shares our accomplishments.

- To undertake an integrated program for logistics and transportation, including the creation of an air logistics Park tied to road, rail, air, and marine (through the Ports of Prince Rupert and Vancouver). The Agricultural Land Commission released 3,000 acres of land for the development of an Air Logistics Park and the \$28M Boundary Road Connector is under construction. A multi-party Air Logistics Park Task Force continues to meet regularly. There have been five outbound and two inbound marketing missions to and from China. At the same time, CN's three year old 84,000 square foot transload facility has reached its 10-year design capacity, moving some 1,500 containers per month of backhaul cargo to the Port of Prince Rupert.



Aerial of Prince George Airport

- To establish of a Heavy Industrial presence outside Prince George's confined air shed. IPG worked with the Regional District of Fraser Fort George and a number of other stakeholders to identify targeted high-growth industries and the best sites for initial development. Work continues on this project to bring targeted sites at Hart North and Isle Pierre (north and west of the City respectively) to market readiness, including development of a marketing prospectus by mid-2011.

- To have Prince George's Brand known by the top 1,000 businesses who would or could identify with Prince George's "brand". IPG worked with partners on a new positioning statement for Prince George as a "knowledge-based, resource economy, connected to the world". Apart from this cohesive branding, IPG undertook a number of communications tactics to get the word out including the highly regarded and subscribed monthly "On the Move" newsletter; the monthly Economic Update report; and the IPG website featuring business investment guides and information in 7 different languages. IPG achieved a high-degree of success gaining local, provincial, national and international earned print and electronic media coverage.



UNBC Graduates

- To have 10 formal partnerships, at least one with First Nations. IPG played a lead or key role in the establishment of a number of working partnerships, including many with a First Nations component: Team Northern BC Trade Missions to China (2008, 2010); Air Logistics Park Task Force; Tourism Prince George Society; Downtown Partnership; Canadian Manufacturers and Exporters (CME Northern Exporter Award); Northern Bio-energy Partnership; Prince George Regional Performing Arts Society; China Federation of Logistics and Purchasing MOU; UNBC (Minerals North Sponsorship Legacy); Regional District of Fraser Fort George (Industrial Lands Project); Living and Working Skills Development Project; Global Prince George – Western Economic Diversification; Welcoming Communities Project in cooperation with the Immigrant and Multicultural Services Society and the Prince George Chamber of Commerce; Asia Pacific Gateway Skills Table; 16/97 Economic Alliance; and Business Council of British Columbia Outlook 2020 process.



Branding from Welcome PG Campaign

- To Leverage the value of City's investment in IPG 5-times as measured by new investment in transportation, logistics, manufacturing, and industrial development. IPG, through its extensive and concerted advocacy efforts, often in partnership with other organizations, has contributed to the attraction of about \$350 million of investment into the City of Prince George and surrounding region. Some of the key projects include: Boundary Road Connector (\$28M); Prince George Airport Expansion (\$36M); Terasen Gas Customer Care Centre (\$5M); CN Intermodal and Transload (\$20M); College of New Caledonia Trades Centre (\$30M); Cariboo Connector Improvements (\$240M). The leveraged effect is about 95 times IPG's base budget.



CNC Trades Student—Credit AAndrea Johnson

- To grow Prince George's population by 1 percent to 2012; To grow jobs by at least 1,000 by 2012. Between 2008 and 2010, Prince George's population has grown at an average annual rate of 0.8 percent during the deep global economic crisis. Year-to-date, Prince George has returned to its pre-recession employment level of 46,300, while 3,900 jobs in 2010 have been created for a net of 1,300 jobs since 2007. Prince George weathered the recent downturn very well, a sign that the City has diversified well-beyond its previous dependence on the forest industry.



IPG Reports Out on 2008-2010 Strategic Plan—Continued

- To attract manufacturing and generate export volumes of \$1billion. While the origin of regional exports is difficult to determine due to statistical aggregation at the provincial level, Northern British Columbia has seen a dramatic rise in export volumes of all natural resources into the vast markets of the Asia Pacific. This has been an important offset to the dramatic decline in the US housing market, and declining demand for dimension lumber.



- To be a leading force, voice, and advocate in key areas driving economic growth. IPG has focused on a number of areas over its 2008-2010 strategic plan, including: Competitive Business Climate – Prince George ranked number 1 of 13 Cities in the US and Canada Pacific category in KPMG’s semi-annual Competitive Alternatives Report; Dangerous Goods and Corridor Upgrades – Boundary Road Connector is under construction; IPG advocated for infrastructure investment in provincial and federal budget submissions; Air Quality – the establishment of industrial lands outside of Prince George’s confined air shed will be complete by mid-2011; Regional Collaboration – IPG collaborated regionally in a number of ways, including leadership in economic development, including: 16/97 Alliance, RDFFG partnerships, senior government briefings and submissions partnering with nine key economic development, post-secondary, and transportation agencies; Increase Skilled Workforce and Attract Skilled Immigrants – Welcoming Communities, skilled workforce development project; Downtown Development – participation in the Mayor’s Downtown Partnership, development of a marketing prospectus, and, advocacy for the Wood Innovation and Design Centre and a Performing Arts Centre; and, Being a Globally Connected

Community – delivery of the Global Prince George marketing program; and, ongoing Prince George Airport Authority, Prince Rupert Port Authority, CN, and international shippers partnerships.



Southern Airlines re-fueling at YXS

- To facilitate Growth of Revenues into Mining, Oil and Gas Sectors for at least 100 Businesses. More businesses within the last few years have diversified beyond forestry into mining, oil and gas service and supply provision. IPG has provided a number procurement forums and business-to-business matchmaking for service and supply opportunities beyond Prince George, including the Minerals North Conference, to increase awareness of local business capabilities.

- Other Significant Developments: Tourism Prince George Society – IPG led the creation of a true destination marketing organization including the establishment of the Tourism Prince George Society (TPGS) with an Additional Hotel Room Tax that will add an incremental \$500,000 to the \$327,000 provided by the City of Prince George for tourism promotion. Once additional funds are leveraged, TPGS will have over \$1M available for product development and marketing. Terasen Customer Care Centre – IPG sold its 2nd Avenue Call Centre to Terasen Gas Inc, resulting in the attraction of over 100 jobs; a renovated building in the downtown; and, the repayment of all outstanding IPG loans to its shareholder, the City of Prince George.

Northern Bioenergy Partnership Launch in 2011

On December 3rd, Initiatives Prince George and industry and government partners announced the 2011 launch of The Northern Bioenergy Partnership (NBP) as an independent organization dedicated to building a knowledge-based bioenergy industry in Northern British Columbia.

BC Bioenergy Network (BCBN), a provincially-funded leader supporting the growing bioenergy sector in British Columbia, previously contributed \$52,500 to develop a business plan for the NBP.

Developed by the NBP steering committee, the plan sets out a strategy that will see the region emerge as a forest-based bioenergy ‘centre of excellence’ and home to world-class research in partnership with industry. With new funding and partnerships secured with BCBN, Omineca Beetle Action Coalition, and industry, NBP will become a not-for-profit, recruit an Executive Director, and deliver on the objectives of the business plan.



Photo Credit—Pacific BioEnergy

Northern BC is a leader already in forest-based bioenergy, and is home to the world’s largest wood pellet producing companies; large industrial biomass co-generation projects; Canada’s largest district and institutional energy systems developed by companies such as Sinclair Group and Deltech Manufacturing; and, is home to Canada’s Green University, the award-winning University of Northern British Columbia.



BC Bioenergy Network
PARTNERING FOR A GREENER FUTURE



SCL / IPG / PGAA Trade Mission to China a Success

Initiatives Prince George (IPG) and the Prince George Airport Authority (PGAA) completed another successful nine day mission with the Supply Chain Logistics Association of Canada (SCL) to mainland China and Hong Kong in early November. The delegation attended the Annual General Meeting of the China Federation of Logistics and Purchasing in Chengdu China, with whom both SCL and IPG have Memorandums of Understanding, and had meetings and site tours in Chonqing, Shanghai, and Hong Kong. Detailed follow-up on the numerous meetings is underway, with a return trip to China contemplated for the early new year.

On November 6 in Hong Kong, John Gibson, President and CEO of PGAA, Don Krusel, President and CEO, Prince Rupert Port Authority (PRPA), Todd Doherty, Director, Business Development and Marketing, PGAA, and Tim McEwan, President and CEO, Initiatives Prince George had a breakfast meeting with Honourable Shirley Bond, Minister, Transportation and Infrastructure and MLA Prince George-Valemount. During the meeting, PRPA, PGAA, and IPG raised a number of infrastructure, policy, and marketing issues with Minister Bond, including the importance of government pursuing a “one gateway, two-corridor” approach to marketing and business development in the Asian marketplace.



Representatives from SCL, IPG, PRPA, and PGAA met with Honourable Shirley Bond.

Later in the day, IPG, PGAA, PRPA, and SCL met up with the Pacific Gateway Executive Council for a luncheon event hosted by Hong Kong Trade and Investment and an evening dinner event hosted by Federal President of the Treasury Board and Minister responsible for the Asia Pacific Gateway, Honourable Stockwell Day.



Executive Director – Northern BioEnergy Partnership

The Northern BioEnergy Partnership (NBP) is looking to hire an Executive Director to lead the growth and development of a knowledge-based bioenergy industry in Northern British Columbia.



In this position, the Executive Director will be responsible for implementing strategies to successfully achieve goals and objectives set by the Board of Directors as well as financial, program, and administrative management of the Partnership.

The successful candidate will have a strategic understanding of Northern BC's forest-based bioenergy industry, and demonstrate a passion for pursuing its growth based on the NBP's strategic plan. Candidates should have knowledge of the forest industry in British Columbia, preferably with experience in the forest biomass to energy sector; an understanding of emerging commercial technologies and current research in bioenergy; and, excellent communication and relationship skills with demonstrated competence in working with industry, government, and academia. Previous experience in an executive leadership role is a critical asset.

Interested candidates should forward cover letter and resume by December 10, 2010 to:

Executive Director – Northern BioEnergy Partnership
 Sarah Kirk c/o Initiatives Prince George
 Suite 201-1300 First Avenue
 Prince George, BC
 V2L 2Y3
 Email: kirk@initiativesspg.com

Northern Innovation and Entrepreneurship Initiative

IPG is working with community partners, including UNBC, on a proposed Northern Innovation and Entrepreneurship Initiative. The program would create a unique opportunity to co-locate technology commercialization and entrepreneurship services in Prince George to accelerate job creation and investment through innovation.

The primary recipients of services will be early-stage firms in Prince George and region, and researchers that are looking to develop commercial applications for products and services that result from innovation. A focus on entrepreneurship will introduce services to promote self-employment as a career path to students, to assist firms to grow by connecting them with academic researchers and senior-year university and college students; and to improve the overall quality of the educational experience for students by working closely with co-op education programs to maximize the placement of students in firms.

Success of the proposed Northern Innovation and Entrepreneurship program would be measured by the number of new business start-ups during the course of the program; the number of technology companies serviced; the number of university-industry agreements created, testimonials on all services offered by companies and students; the number of entrepreneurship consulting agreements completed; attribution of jobs and growth by serviced companies; and, the feasibility for ongoing operation with reduced government support and increased industry support.

For more information call Katherine Scouten, Vice President, Economic Development, Initiatives Prince George at: 250-564-0282.



Northern Success at the CME BC Export Awards

On November 19, Canadian Manufacturers and Exporters (CME) hosted an awards luncheon in Vancouver to honor 25 awards finalists and to name the winners of this year's awards. Among the finalists were 4 Northern BC companies: Sinclar Group Forest Products Ltd., Prince George (finalist in the Primary Products & Resources category); Drop Designs, Prince George (finalist in the Northern BC Exporter category); Noratek Solutions Inc., Prince George (finalist in the Northern BC Exporter category); and Pioneer Log Homes of British Columbia, Williams Lake (finalist in the Northern BC Exporter category).



Nominees and Sponsors of the 2010 Northern BC Exporter Award

Pioneer Log Homes of British Columbia was announced the winner of the first ever Northern BC Exporter Award. General Manager of Pioneer Log Homes of BC, Andre Chevigny, stated "We are very proud to have won this award. This award is dedicated to our hardworking employees and their families. They are so passionate about what they do and we truly owe our success to them." Andre also mentioned in his acceptance speech that the work of Pioneer Log Homes of BC will be seen on TV in January when they will appear on an episode of the popular TV show Extreme Makeover: Home Edition.

Sinclar Group Forest Products, which was up for an award in the Primary Products & Resources category, did not take home an award, however they were pleasantly surprised to see that the winner of the Primary Products & Resources Award was SPF Precut Lumber, one of their strategic partners. Greg Stewart, President of Sinclar Group Forest Products stated "We are happy that we were recognized on a provincial level and additionally we are extremely happy that if we weren't able to win the award, a very close strategic partner of ours was able to win the award – it's a win-win for both of us."

Initiatives Prince George, The Prince George Airport Authority, The Port of Prince Rupert, and CN partnered to sponsor the new Northern BC Exporter Award.



Backhaul 101—Final Call for Registration

Initiatives Prince George is planning the final session in their Export Education Workshop Series — Backhaul 101 — for manufacturers, exporters, private and public stakeholders, and community members in Prince George and region. The session will promote backhaul opportunities arising from Prince George's transportation hub, and explain how to take advantage of them.



Port of Prince Rupert

When: December 7, 12:00pm — 3:30pm

Where: Prince George Civic Centre - Room 208

Cost: \$50 + HST (Includes lunch)

Why you should attend:

If you are a business currently exporting to the Asia Pacific and/or US heartland markets, or would like to be exporting to these markets, this workshop is for you.

The speakers will discuss how to access CN Transload intermodal services for direct shipping to Asia through the Port of Prince Rupert.

Presentations will be given by CN and COSCO, as well as an exporter who is currently using and benefiting from backhaul opportunities the northern corridor has to offer.

For full details, speaker information, and complete workshop descriptions, please visit www.initiativespg.com or call (250) 564-0282

Email powneyc@initiativespg.com to register before time runs out!

BCCA Hosts HR Workshop

BC Construction Association NORTH, Asia Pacific Gateway Skills Table and Canada/British Columbia Strategic Training & Transition Fund are sponsoring a Free HR Breakfast Workshop.

This program was created by construction companies for construction companies, specifically for small and medium sized businesses that have limited expertise and time to devote to human resources. Come and learn about HR issues in a relaxed setting and meet other local companies who share similar issues.

Not only will you learn practical information that you can apply right away to your own company, but you will also take home with you: a CD filled with over 30 customizable templates, sample HR forms and checklists in electronic format, and a binder of HR workshop material including hard copy sample HR forms and checklists.

Instructor Susan McIntyre, who has over 30 years of senior level business experience in HR, will lead the session.

Date: Wed, December 8, 2010

Time: 7:30 am—10:00 am

Where: Construction Association 3851-18th Avenue, Prince George

Cost: FREE

RSVP by **Monday December 6** to secure your spot! Space is limited. To register call the education coordinator at: 250-563-1107 or email education@nbcca.bc.ca